

INCEPTION REPORT

# SUDAN COUNTRY PORTFOLIO EVALUATION



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# SUDAN COUNTRY

# PORTFOLIO

# EVALUATION



**EVALUATION SECTION**

**UN WOMEN**

New York, February 2023

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# Acronyms

AICS	Italian Agency for Development Cooperation
AIDS	Human immunodeficiency virus infection and acquired immune deficiency syndrome
AODWS	Altigana Organization for Developing Women Skills
AWP	Annual Work Plan
BN	Biennial Work Plan
CBOS	Central Bank of Sudan
CCA	Common Country Analysis
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CO	Country Office
COAT	Country Office Assessment Tool
CPE	Country Portfolio Evaluation
CSO	Civil Society Organization
DAMS	Donor Agreement Management System
DRF	Development Results Framework
DSRSG	Deputy Special Representative of Secretary General
ECA	United Nations Economic Commission for Africa
ERG	Evaluation Reference Group
ESA	East and Southern Africa
ESCWA	Economic and Social Commission for Western Asia
EVAW	Ending Violence Against Women
FAO	Food and Agriculture Organization
FGM	Female Genital Mutiliation
GBV	Gender Based Violence
GERAAS	UN Women Global Evaluation Report Assessment and Analysis System
GRES	Gender Results Effectiveness Scale
HIV	Human Immunodeficiency Virus
HQ	Headquarters
IB	Institutional Budget
IDP	Internally Displaced Persons
IEAS	Independent Evaluation and Audit Service
IES	Independent Evaluation Service
IFAD	International Fund for Agricultural Development

ILO	International Labour Organization
IMF	International Monetary Fund
IOM	International Organization for Migration
IT	Information Technology
JEMCO	Jabal Mara Charity organization
LEAP	Women's Leadership, Empowerment, Access and Protection
MANSAM	Women of Sudanese Civic and Political Groups
MICS	UNICEF Multiple Indicator Cluster Surveys
MOSA	Women and Children Affairs
MPTF	Sudan Multi-Partner Trust Fund
NAP	National Action Plan
NGM	National Government Machinery
NPO	National Planning Organization
NWEP	National Women's Empowerment Policy
OCHA	Office for the Coordination of Humanitarian Affairs
OEE	Operational Effectiveness and Efficiency
OEEF	Operational Effectiveness and Efficiency Framework
OHCHR	Office of the High Commissioner for Human Rights i
OMT	Operations Management Team
PASED	Port Sudan Association of Small Enterprise Development
PBF	Peacebuilding Fund
PMT	Programme Management Team
PRCSP	Promote Reconciliation and Coexistence for Sustainable Peace in Darfur
PSEA	Prevention of sexual exploitation and abuse
RCDO	Rural Community Development Organization
RCO	UN Resident Coordinator Office
RMS	Results Management System
SCO	Sudan Country Office
SCR	United Nations Security Council Resolution 1325 on Women, Peace and Security
SDN	Sudan
SDO	Sabah Al-Sudan for Development Organization
SIDA	Swedish International Development Cooperation Agency
SLF	State Liaison Functions
SMART	Specific, Measurable, Achievable, Relevant, and Time-Bound
SN	Strategic Note

SORD	Sudanese Organization for Research and Development
SWAP	UN System-wide Action Plan
TOR	Terms of Reference
UK	United Kingdom
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNAMID	African Union - United Nations Hybrid Operation in Darfur
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNDSS	UN Department of Safety and Security
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAMS	UN Integrated Transition Assistance Mission Sudan
UNMAS	United Nations Mine Action Service
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNSCR	United Nations Security Council Resolution 1325 on Women, Peace and Security
UNV	United Nations Volunteer
USAID	United States Agency for International Development
USD	United States Dollar
VAW	Violence Against Women
WEE	Women's Economic Empowerment
WEP	National Women's Empowerment Policy
WFP	World Food Programme
WHO	World Health Organization
WPHF	Women's Peace and Humanitarian Fund
WPP	Women's Political Participation
WPS	Women, Peace and Security

## I. INTRODUCTION

This section introduces the inception phase and the inception report.

The inception phase for the Sudan Country Office (SCO) portfolio evaluation (CPE) has involved:

- Document review (evaluability assessment, portfolio analysis; Stakeholder mapping and analysis);
- An inception workshop with key CO staff;
- Interviews with the CO thematic leads.

This inception report is intended to provide the framework and plan for the CPE, including the timeline and workplan for conducting the evaluation.

The rest of the report is set out as follows:

**Section 2** introduces the evaluation objectives and scope;

**Section 3** provides the context on gender equality and human rights on the countries covered by the Strategic Note;

**Section 4** sets out the preliminary analysis undertaken on the Strategic Note, and areas for further enquiry;

**Section 5** sets out the evaluation criteria and questions, which is followed by the evaluation approach and methodology;

**Section 6** sets out the workplan.

The **Annexes** include the stakeholders and documents consulted, the theory of change, further detail on the Strategic note interventions, human and financial resources analysis, stakeholder mapping, evaluability assessment and country contexts, the full evaluation matrix, data collection tools, the data management plan, and the composition of the evaluation reference group and evaluation management group.

## II. EVALUATION PURPOSE, OBJECTIVES AND SCOPE

The evaluation's purpose is for learning and accountability. The primary users are the

Country Office (CO), who will use the findings to develop the new strategic note.

The purpose of the Country Portfolio Evaluation (CPE) is to deliver a systematic assessment of UN Women's work in Sudan. The intended uses of the evaluation are:

1. Learning on effective approaches, to support improved decision-making.
2. Accountability for UN Women's contribution to Gender Equality and Women's Empowerment.

The primary users of this evaluation are intended to be the UN Women Sudan country office who will use the findings to design and implement the new Strategic Note. Secondary users are expected to be UN Women East and Southern Africa Regional Office and HQ colleagues, national partners and others working in Sudan, to understand what works.

The scope of the CPE is the Strategic note, including the Development Results Framework (DRF) and the Operational Efficiency and Effectiveness framework (OEEF). The period covered by the evaluation will be January 2018 to April 2023.<sup>1</sup> All activities included in the Strategic Note will be considered, including joint programming.

The specific objectives of the CPE are to:

- Assess the effectiveness, efficiency and coherence of the country portfolio, including between the normative, coordination and operational arms, and the extent to which human rights and gender equality have been addressed.
- Identify lessons learned and good practices that can be scaled.
- Provide actionable recommendations to inform the new Strategic note development.

## III. CONTEXT

This section discusses the country context, including the status of CEDAW adoption, the status of national policies on gender, the socio-economic context, marginalized and

undertaken in Q3-Q4 2022.

<sup>1</sup> As data collection will take place in Q1 2023, the activities taking place Q2 to Q4 2023 will not be covered. Financial and results data analysis undertaken for the inception report was



## vulnerable groups and the UN Country Team System.

The section below provides an overview. Annex 12 sets out further details on the country contexts, along with the information sources.

**Sudan has undergone significant political changes.** The 2018 revolution led to a transitional government. In October 2021, the military took over the transitional government. Sudan is now ruled only by a new Sovereign Council in the absence of a cabinet of Ministers. The military takeover has led to funding partners, including the World Bank, suspending aid. As of November 2022, UN independent human rights experts are demanding accountability for the year-long crackdown on peaceful protests against the October 2021 military coup.

**A peace agreement was signed in Juba in August 2020** between the Transitional Government and Sudan Revolutionary Front, ending decades of violence conflict. The high incidence of conflict has led to a large population of refugees and internally displaced persons.

**In April 2021, the council of Ministers has given its go-ahead for the ratification of Convention to Eliminate all forms of Discrimination Against Women (CEDAW)** by Sudan with some major reservations. Existing national gender policies in Sudan remain outdated. Regional and international bodies have raised concerns about the violation of women's rights in Sudan, in particular gender discrimination, and the lack of adequate protection against rape and other forms of sexual violence.

**The current government also affects the gender equality agenda.** The military wing is more conservative than the civilian wing. In November 2019, the Khartoum Public Order Act (1998) that controlled how women dressed and behaved was repealed. However, in August 2022 a new Community Police has been established, which many fear will facilitate the return of the Public Order Police. Additionally, many inequitable laws affecting women's rights still exist, for example, in the Personal Status law and Penal Code.

### In terms of the socio-economic context:

- **Health and education:** Education for girls and maternal health practices have progressed, but these remain inequitable.
- **Economic equality:** Women are still facing major challenges to access markets due to their lack of ownership of assets and limited

access to credit. Women also continue to suffer from inequitable laws.

- **Gender based violence:** Social norms and cultural beliefs and practices around child marriage, female genital mutilation (FGM) and sexual and gender-based violence are among the most important underlying causes of protection concerns in Sudan.
- **Political participation:** Despite an increase to quotas, women's political participation remains low. Following the military takeover, women have been further side-lined, and there has been a heavy crackdown on dissent against the military takeover or for advocacy for the protection of women's rights.
- **Women, peace and security, humanitarian action and disaster risk reduction:** The 2022 Humanitarian needs Overview estimated that about 30 percent of the population were in need of humanitarian assistance in 2022. Women and girls are disproportionately affected by the impact of the ongoing humanitarian crises in Sudan. Women have succeeded in including strong gender provisions into the peace treaty, during the first round of peace negotiations that led to the Juba Peace Agreement in 2020,

**Marginalized and vulnerable groups** include those affected by conflict and displacement, those with disabilities, those with HIV, women-headed households, victims of violence, the elderly and orphaned. There is unequal access to and quality of basic services between urban and rural areas. Youth and the internally displaced are more vulnerable to sexually transmitted diseases. Intersectional factors affecting women also include religion and ethnicity.

**In terms of the UN System,** the UN Country Team (UNCT) is implementing the Delivering as One Initiative with the aim to harness the combined resources, capacity and knowledge of UN agencies in a coherent programme. UN Gender Theme Group has been mandated to support the mainstreaming of gender as cross cutting issue in the UN Development System. The UNDAF 2018-21 (extended to 2023) has mainstreamed gender across all five outcomes.

## IV. PORTFOLIO ANALYSIS

The portfolio analysis summarizes the strategic note, its theory of change, the results framework and results management systems and the key interventions. It also analyzes financial and human resources and stakeholders involved in the delivery of the Strategic note, highlights findings from the evaluability assessment and sets out preliminary observations used to inform the evaluation design.

### Strategic Note overview

The Strategic note covers 2018-23. At the end of 2022, the actual budget for 2018-22 was USD 17.75m. The strategic note targets women, especially the poorest and most excluded, as well as the institutions and communities that can contribute to strengthening women’s empowerment and gender equality. It covers the **thematic areas** of 1) Women Political Participation; 2) Women’s Economic Empowerment and 3) Women, Peace and Security.

### Theory of Change

The original theory of change was included in the Strategic Note and is set out below.

- **If** gender-responsive national policies and laws facilitating women’s equal participation and decision making in economic and social development exist and are implemented by a capacitated cadre;
- **If** women, especially the poorest and most excluded have access to, ownership, control and use of land, technology, finances, skills and other productive resources, especially in rural, climate challenged, conflict, post-conflict and humanitarian settings;
- **If** peacebuilding processes and humanitarian are well coordinated between the UN, Government and other development partners and align with nationally applicable global accountability standards;
- **If** the processes and actions are shaped by women’s leadership and participation and pay attention to protection of all women and girls;
- **If** enabling social norms and practices support women and girls equal participation in social, economic and political processes;
- **Then** women and girls in Sudan will enjoy their full rights and contribute effectively to economic, social and

political development in peaceful, inclusive, resilient and prosperous communities;

- **Because**, stereotypes, structural and socio-cultural barriers to their participation as well as contribution to economic, peacebuilding and humanitarian action have been removed and grounded in policies and laws informed by their voices, needs and experiences, especially in rural, conflict, post-conflict and humanitarian contexts.

No assumptions were included. Implications for evaluability are set out in the *Evaluability Assessment* section on page 6, and the Theory of Change was further developed during the inception workshop (see Annex 2).

### Results Framework

The **Development Results Framework** sets out indicators against the target outcomes and outputs set out below.

Result Area 1: Women lead, participate in and benefit equally from governance systems
<b>Outcomes:</b> More women of all ages fully engage with political and economic institutions and in leadership
<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Improved women representation in decision making positions;</li> <li>• Stronger legal, institutional and administrative frameworks promoting women’s rights;</li> <li>• Diverse networks of support for women leaders created and sustained;</li> <li>• Enhanced capacities of the key targeted stakeholders to develop gender responsive legal and admin frameworks; and</li> <li>• Enhanced coordination and accountability mechanism in place to deliver commitments on Gender Equality and women’s empowerment in Sudan.</li> </ul>
Result Area 2: Women have income security, decent work and economic autonomy
<b>Outcomes:</b> Women secure access to productive resources and engage in sustainable resources creation activities in rural, peri-urban, conflict, post-conflict and humanitarian settings.
<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Improved Women's access to and control of productive resources, markets and financial profits in rural, peri-urban and humanitarian settings;</li> </ul>

- National stakeholders strengthened at national and local levels to adopt and/or implement policies facilitating women's access to productive resources;
- Cooperatives and market networks established, and vulnerable groups empowered to have sustainable incomes and livelihoods; and
- Strengthened capacities for women entrepreneurs to create cooperatives and platforms in agricultural and fishery value chains at state level.

**Result Area 3: Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action.**

**Outcomes:** Commitments on women, peace and humanitarian action are implemented in coordination between the UN System and national stakeholders, with more women and gender equality advocates influencing the processes

**Outputs:**

- Improved access to effective protection for women and girls through functional referral pathways;
- Proactive measures to protect women from natural resource-related violence and enhance access to justice and peace adopted in selected communities in Blue Nile State;
- Capacity of National Government Machinery (NGM), CSOs, Networks and Women leaders strengthened to participate in peace processes, humanitarian planning, response frameworks and programming;
- Humanitarian/Crisis response planning, frameworks and programming are gender inclusive and responsive;
- Vulnerable community members mainly women, IDPs, disabled, ex-combatants and youth provided with employable technical skills and are having sustainable incomes;
- Human rights awareness & promotional materials;
- Training and Capacity Building;
- Enhanced positive attitudes and behaviors of women, men and boys towards gender equality and women's leadership and effective participation in decision-making, peace and humanitarian processes;

- Mechanisms are established to ensure effective implementation of role of law and human rights principles by governance and state institutions; and
- Vulnerable communities and groups especially women at risk/IDP, disabled, Ex-combatant a empowered to have sustainable livelihoods through cooperative and access to market facilities.

The **Operational Effectiveness and Efficiency Framework** includes the following goals to support intended development results:

1. Effectively and efficiently delivers processes to advance delivery of its mandate, including coordinating and promoting accountability for the implementation of Gender Equality and Women's Empowerment commitments across the UN system.
2. Effectively leverages its partnerships and communications capacity to increase support for financing of the gender equality agenda.
3. Manages with accountability its financial and other resources to deliver its target objectives.

**Results Data**

The **results-based management system** involves quarterly reporting against output indicators, bi-annual reporting against outcome indicators, and annual reporting as per the UN Women template. However, data has not been systematically reported against all indicators. No mid-term review was undertaken under the 2018-23 strategic note. A summary of the main results from the Results Management System and Annual Reports is set out in Annex 3. Sampled data from these systems will be validated during the evaluation.

**Strategic Note interventions**

The full list of programmes undertaken during the strategic note, mapped against normative, coordination and operational (national, regional and global programmes), is set out in Annex 4. The Annex also identifies any joint programmes and provides the timeline of implementation.

The largest five projects are as follows:

1. **United Nations - African Union Hybrid Operation in Darfur (UNAMID) State Liaison Functions (SLF):** 30+ UNAMID transition project activities on Rule of Law, Human Rights, Livelihood, Women's

economic empowerment in Darfur, with a total budget of USD 1.9m. (operations)

2. **Supporting Sustainable Peace in Blue Nile State** aims to support the peace process in Blue Nile state by enhancing climate resilient livelihoods options for women, youth and other marginalized groups, improving the local governance of natural resources by ensuring the full and equal representation of women, and strengthening the local conflict resolution mechanisms that underpin the development prospects of all groups, It has a budget of USD 1.4m. (operations)
3. **Enhancement of Women's Entrepreneurship:** supporting women associations to acquire the knowledge and skills they need, with a total budget of USD 1.3m. (operations)
4. **Strengthening the Gender Architecture:** supporting various government ministries to engender its gender processes, procedures, laws and budget, with a budget of USD 980k. (normative)
5. **Women's Empowerment for Resilience** promotes natural resource-based interventions as a tool for women's political and economic empowerment in peacebuilding contexts, with a budget of USD 641k. (operations)

### Financial and Human Resources analysis

The financial and human resources analysis draws from January 2018 to July 2022. Annex 5 provides more detail on the preliminary financial and human resources analysis undertaken.

SCO has been moderately successful with its resource mobilization. Its budget has increased from USD 2.3m (2018) to USD 6.3m (2022). However, the overall budget raised over 2018-22 of USD 17.8m falls well short of the target of USD 25m. CO is reliant on a few key donors. The top five donors account for 89% of its budget. These were:

1. **Swedish International Development Cooperation:** funding the *Strengthening the Gender Architecture* project that supports Women's Political Participation across the operational and normative areas.
2. **United Nations operations in Darfur:** funding the State Liaison Function projects.

3. **Italian Ministry for Foreign Affairs:** funding the *Enhancement of Women's Entrepreneurship* project in the Red Sea State.
4. **Multi-Donor Trust Fund Office:** funding the Women peace and Humanitarian Fund Covid-19 Emergency response.
5. **Peacebuilding fund:** funding the Supporting the Sustainable Peace in Blue Nile State project.

To date, the CO has disbursed USD 12.2m. Disbursement rates from 2018-2021 averaged 79%.

Timeliness of donor reporting has been poor, with 58% of reports submitted late during the 2018-22 period.

The largest area of work is Peace, Security and Humanitarian Action, accounting for 54% of expenditure during 2018-22. This is followed by Women's Political Empowerment (28%) and Women's Economic Empowerment (18%).

According to the UN Women's Country Office Assessment Tool (COAT) programme resource efficiency indicators, the CO's non-core to core ratio, management ratio and operational ratio for 2018-22 are all rated 'green' as per UN Women's benchmarks. Non-core makes up 67% of its resources, followed by Institutional Budget at 16%. However, the CO's use of 39% core for staffing is rated 'amber'.

As of November 2022, according to the OneApp Enterprise Data management system, the office employed 20 people in total. This consists of 5 people in operations/finance; 1 Monitoring and Evaluation officer; 1 senior manager; 13 in programs. The diagram on the next page sets out the key human and financial resources analysis undertaken for the Sudan Country Office, based on data available as at Q4 2022.

The diagram below sets out the key human and financial resources analysis undertaken for the Sudan Country Office, based on data available as at Q4 2022.

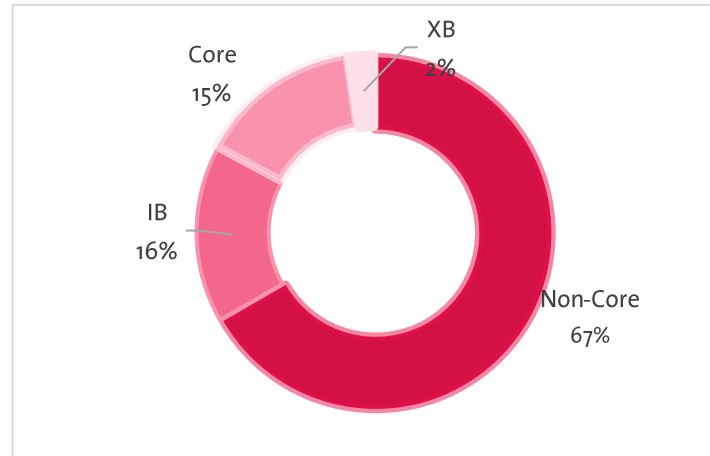
### COUNTRY PORTFOLIO EVALUATION UN WOMEN SUDAN COUNTRY OFFICE 2018-23

#### TOP DONORS to SCO and USD\$ received during 2018-22

Swedish International Development Cooperation	\$ 2.6m	28%
United Nations operation in Darfur	\$ 2.6m	21%
Italian Ministry for Foreign Affairs	\$ 2.4m	19%
Multi-Donor Trust Fund Office	\$ 2.3m	12%
Peacebuilding Fund	\$ 0.9m	8%

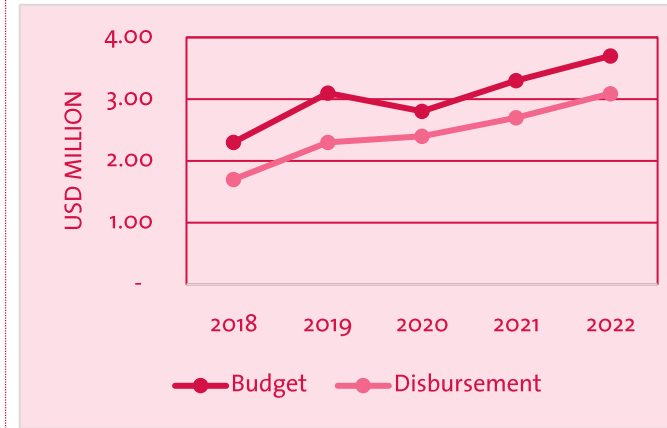
Source: UN Women Atlas

#### SCO TYPE OF FUNDING USD\$ (2018-22)



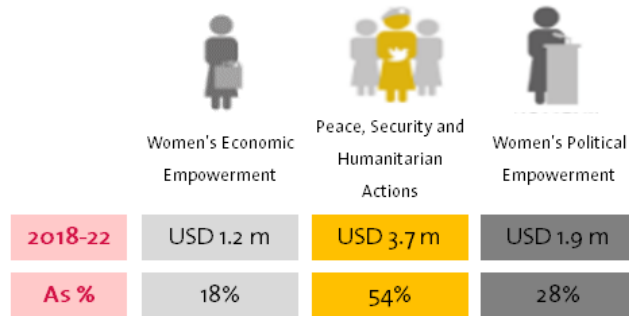
Source: UN Women Atlas

#### SCO ANNUAL BUDGET vs. DISBURSEMENT USD (2018-22)



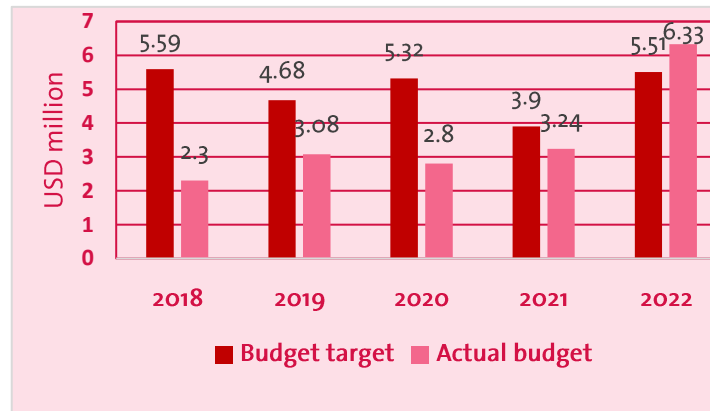
Source: UN Women Atlas

#### Delivery by Thematic Areas, USD\$ million (2018-22)



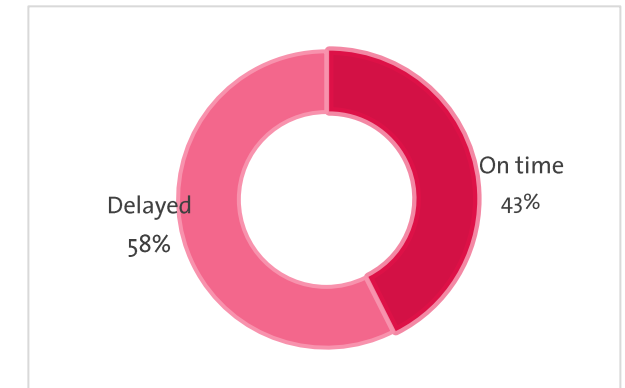
Source: UN Women Atlas.

#### Results Framework Resource Mobilization (2018-22)



Source: UN Women Atlas.

#### SCO TIMELINESS OF DONOR REPORTING 2018-22



Source: UN Women One App, Donor agreements dashboard

## Stakeholder mapping and analysis

The main stakeholder groups are as follows:

**Governmental Stakeholders:** principle and primary duty bearers who make decisions and responsible for leading the countries' development.

**Civil Society Organisations:** Partners working with UN Women to deliver, as well as partners working on different activities aiming to contribute to the same target outcomes.

**Research and academic institutions:** Researchers working in the areas of UN Women's work, providing useful insights into what does and does not work.

**Private sector:** Partners on Women's Economic Empowerment Projects and funders.

**UN agencies:** Partners on joint programs, development partners supported by UN Women's coordination work.

**Bilateral and foundation donors:** Donors of UN Women's work.

**UN Women team:** responsible for implementing the Strategic Note.

**Other multilaterals / regional bodies:** Key partners contributing to same target outcomes.

**Target groups of right holders:** Right holders that UN Women are aiming to support to achieve gender quality and women's empowerment.

Annex 5 sets out the additional information on the institutions included within each stakeholder group, and their intended contributions to the strategic note, mapped against UN Women's normative, coordination and operational work.

## Evaluability Assessment

The evaluability assessment comprises four areas. Findings are set out below, and implications for the evaluation approach in italics.

- 1. Assessment of the CO Strategic note Theory of Change:** The overall theory of change is relevant. The main challenge to the evaluability of the Theory of Change is the lack of clear linkages between the theory of change and results framework, the lack of clearly articulated assumptions and the lack of clear explanation of the expected mechanisms. This was further developed during the inception workshop, to

strengthen evaluability and support the evaluation's contribution analysis approach.

- 2. Conduciveness of the context to conduct the CPE:** The planned timing of the CPE will enable the findings to be ready to inform the development of the new strategic note. *The CPE will need to bear in mind that the political context remains in flux, and ensure any recommendations remain relevant to the context.*
- 3. Quality and completeness of the DRF/OEEF:** The table below summarizes the assessment of the quality and completeness of the Development Results Framework (DRF) and Organizational Effectiveness and Efficiency Framework (OEEF). Annex 6 sets out more detail. *The evaluation will focus on gathering additional evidence to support evidence of achievement against target outcomes.*

Measure	Overall Rating
DRF Outcomes	Adequate
DRF Outputs	Limited
DRF Framework Indicators	Limited
DRF data quality	Limited
OEEF Outputs	Adequate
OEEF Indicators	Limited
OEEF data quality	Limited

## Preliminary observations

The following preliminary observations will be further explored during the evaluation.

- 1. Sudan contextual change and portfolio adaptations:** During the period of the Strategic Note, there has been significant changes in the political context, with the revolution and coup. These changes have required significant changes to the Strategic Note. The Country Office extended the original strategic note for two years, to align with the extension of the UNDAF. The Country Office had to undertake an in-depth review of the Strategic Note to align to the change in political regime and the Country Office's limited staffing capacity. The coup has affected the conduciveness of the gender environment. Following the coup, the UN has cut its work with government institutions. The Country Office has had to adapt its original strategy, and pivot from partnering with government authorities to civil society organizations.
- 2. UN Country Team (UNCT) changes:** UN Women's position within the UNCT has changed, and its



portfolio expanded. UNAMID's Gender Unit portfolio was transferred to UN Women because of the restructuring and phased transition of United Nations Hybrid Operation in Darfur (UNAMID). UN Women is also providing support to the political mission, United Nations Integrated Transition Assistance Mission in Sudan (UNITAMS). UN Women has taken on responsibility for UN State Liaison Functions (SLF) projects.

3. **Partnerships:** The previous annual report identified a lesson learned that stronger partnership with civil society is essential for UN Women to better reach women at the grassroots level. The women-led civil society landscape in Sudan remains nascent. UN Women has done targeted work to build up women's movements. This is especially relevant now given the orientation to collaborating with civil society organisations, given the current political landscape.
4. **Strategic positioning and normative and coordination work:** UN Women is perceived by stakeholders as being well placed to coordinate stakeholders around normative gender issues. To take advantage of these opportunities, there is an opportunity for UN Women to increase its coordination and normative activities. However, the current funding structure (approximately 96% non-core), with funding tightly allocated to projects, makes it difficult for UN Women to allocate money time and resource to its normative and coordination role.
5. **Significant country office growth:** Over the course of the Strategic Note, the office has grown significantly, from around 5 to 29 personnel, and expanded to full time presence in three states (Red Sea, Darfur and Blue Nile). Of the 29 personnel, the breakdown is as follows: 11 service contractors; 9 consultants; 2 UN Volunteers; 1 experts on mission; 1 fellow and 5 staff. Of the 5 staff, the breakdown is as follows: 1 international professional, 2 national officers and 2 general staff.

## V. METHODOLOGY

The evaluation will use a mixed method, contribution analysis approach, using the reconstructed TOC set out in Annex 2. The methodology section introduces the evaluation criteria and questions, the overall approach, sampling, data collection and analysis approach, ethics, risks and limitations and how these will be mitigated and the dissemination plan.

### Evaluation Criteria and Questions

The table below sets out the evaluation criteria and questions, and a summary of the proposed approach. Additional details are set out in the evaluation matrix in Annex 7.

Key evaluation question	Sub-questions	Approach
<b>Effectiveness</b>		
E1. Are interventions contributing to target outcomes set out in the Strategic Note?	E1a. What contribution is UN Women making towards gender responsive normative frameworks, policies, institutions? E1b. What unexpected outcomes have been achieved? E1c. What are the enablers and barriers to achieving target outcomes? E1d. Has UN Women taken a strategic and integrated approach in prioritizing its activity across operational, coordination and normative work?	Contribution analysis, assessing the strength of evidence for outcomes achieved and UN Women's contribution. Outcome harvesting to capture unexpected outcomes in the project review sample.
<b>Efficiency</b>		
F1. How strategic was the CO in its allocation of resources to ensure value for money?	F1a. How effectively were resources mobilized and managed? F1b. To what extent was a focus on evidence, results and value for money used to guide decision making, at all decision-making stages?	Review resource mobilization strategy and implementation. Review decision-making process at the CO level (annual work plan, strategy setting, country allocation) and intervention level (needs assessment and design).
F2. How efficiently has the CO managed to pivot in response to the changing context?	F2a. How efficient and effective has the CO's strategic positioning and response to changes in the political context and within the changing UNCT structure been?	Assess efficiency, effectiveness and timeliness of CO's response to the changing context.
<b>Coherence</b>		
C1. Are UN Women's interventions coherent with the work of the UN Country Team and other key stakeholders?	C1a. Are interventions achieving synergies between the UN Women portfolio and the work of the UN Country Team and other stakeholders working on gender equality and women's empowerment? C1b. What contribution is UN Women making to UN system coordination on gender equality and women's empowerment?	Assess synergies between UN Women's the project review sample, and those of other stakeholders. Assess UN Women's contribution to the UN System.
C2. Do the interventions selected maximize UN Women's comparative advantage?	C2a. What is the CO's comparative advantage? How tactical has the CO been in making the most of opportunities and maximising its unique value proposition?	Review and assess UN Women's unique value proposition and decision-making process for resource allocation.
<b>Human Rights and Gender Equality</b>		
H1. Are interventions supporting structural changes in gender equality and women's empowerment?	H1a. Are interventions applying gender, human rights and disability inclusion approaches?	Assess whether interventions are supporting structural changes in gender equality and women's empowerment Review and assess extent to which the project review sample is applying gender, human rights and disability inclusion approaches, using the Gender Results Effectiveness Scale.



## Evaluation Approach

The evaluation approach is theory based. Contribution Analysis will be used to assess UN Women's contribution to target outcomes as set out in the theory of change (see Annex 2). The evaluation will also use mixed methods, drawing on both quantitative data (primarily financial and from the survey) and qualitative data (from document review, interviews and focus group discussions).

Gender equality and human rights will form a critical component of the evaluation in the following ways<sup>2</sup>:

**Stakeholder analysis and methodology:** The stakeholder analysis has been used to select a diverse group of stakeholders to engage in the evaluation, including women and men, as well as those most affected by rights violations, and those who are marginalized and may be difficult to reach. The evaluation will carefully consider outreach efforts to ensure their participation. Data will be triangulated across different sources and stakeholders.

**Evaluation criteria and questions:** A specific evaluation criteria has been added that focuses on gender equality and human rights. Associated evaluation questions have been developed. For the project review sample, the evaluation team will assess outcomes against The Gender Results Effectiveness Scale (GRES)<sup>3</sup> developed by UNDP, see below:



**Reporting:** Human Rights and Gender Equality issues will be covered in all sections of the report (findings, lessons learned, recommendations)

## Sampling Frame

There are three levels of sampling.

- 1) **Deep dive sample - most significant contributions to outcomes**

Most significant change will be used to identify which UN Women's contributions to target outcomes to focus on. Based on review of annual reports and discussions with CO stakeholders, several areas (see Annex 3) have

been highlighted as areas where UN Women has made the most significant contribution to target outcomes. Based on this and discussion with the CO to ensure good coverage across all SN areas of work, the following **deep dive case studies** are proposed, involving in-depth data collection with all relevant stakeholders.

1. Strengthening gender architecture in Sudan (2020-21) – *Normative and Political Participation*.
2. Empowering Women in Agribusiness and Fishing Value Chains in the Red Sea State” (2019-21) – *Women’s Economic Empowerment*
3. UN Coordination work on the UNAMID transition (2019-21) – *Coordination and humanitarian*.
4. Support to strengthening women’s network and their advocacy work (MANSAM, miscellaneous amendment law, criminal code personal status law), No Excuse Campaign and other legal reform, political participation) (2019) - *Political participation*.
5. Two United Nations State Liaison Functions (UNSLFs) project - *humanitarian*.

Contribution Analysis will focus on achievements these areas, in order to: validate and gather additional evidence for the achievement of these outcomes; gather evidence for UN Women's contributions; and identify other enablers and barriers to this achievement.

## 2) Project review sample

To ensure a comprehensive review of the processes and systems in place at the CO, and not just areas of the most significant progress, a separate sample will be taken of all interventions.

The main interventions undertaken by the CO have been mapped into a sample frame for evaluation (see Annex 4). Across this, a **stratified, random sample** has been taken to ensure a good coverage across thematic areas and normative, coordination and operational work. Desk review and select interviews with programme staff and partners are proposed for this sample.

<sup>2</sup> Building on the *Integrating Human Rights and Gender Equality in 26 Evaluation – Towards UNEG Guidance*

<sup>3</sup> [The Gender Results Effectiveness Scale \(GRES\)](#)

This project review sample will be used to answer the following evaluation questions:

- **E1:** Capturing any unexpected outcomes arising from these interventions, both positive and negative.
- **C1:** Examining the coherence of select interventions with UNCT and other national level stakeholders.
- **C2:** Examining the alignment of select interventions with UN Women's identified comparative advantage.
- **H1 and H1b:** Assessing whether select interventions are supporting structural changes in gender equality and applying gender, human rights and disability inclusion approaches.

### 3) Stakeholder sampling

The evaluation applies a purposive sampling approach to ensure a diverse range of perspectives is taken into account.

A full stakeholder mapping has been undertaken with the support of the CO (See Annex 5). There will be three main areas of stakeholder consultation and associated sampling.

1. **Deep dive sample - Most significant contribution to outcomes:** Stakeholders able to comment on the most significant contributions to target outcomes - to support validating the achievement and UN Women's contribution. Here we will also be speaking to a sample of beneficiaries, which will be purposively selected to ensure a good mix across geographical region, ethnicity, disability, and gender.
2. **Project review sample:** Stakeholders able to comment on the sampled interventions, including program managers, partners and government stakeholders. These stakeholders will be purposively selected.
3. **Country level stakeholders,** including UNCT, UN Women staff members, donors, government stakeholders and others. These have been purposively sampled, to focus on stakeholders with a strategic overview of the portfolio,

stakeholders whose perspective have not been previously captured; and stakeholders working in significant areas for the SCO (based on priority areas and relative size of area in comparison to the entire portfolio).

Annex 5 sets out the proposed sample split across these categories, as well as more detail on the sampling approach.

### Data Collection

The following data collection is planned.

**Interviews and Focus Group Discussions** with key informants identified through the stakeholder analysis, comprising 35 KIIs and 4 FGDs.

**Surveys** of UN Women personnel, UNCT partners and other stakeholders. The surveys have been piloted with one individual from each category.

- Survey 1 with UNCT: 32 organizations (one respondent per organization)
- Survey 2 with Country Office personnel: 22 respondents
- Survey 3 with donors, government stakeholders, CSOs and other partners: 54 respondents.

In total, the evaluation team is proposing to cover a sample of approximately 163 stakeholders<sup>4</sup>.

Data collection tools are set out in Annex 8.

**Document review** of UN Women documents and national documents on progress against gender equality and women's empowerment.

All data will be disaggregated by sex and gender. Beneficiary data will be disaggregated by geographical region, ethnicity, and disability where possible. Data will be managed as per the data management plan, set out in Annex 9.

### Analysis

The evaluation matrix forms the framework for analysis. Qualitative data will be analyzed in NVivo, using codes developed based on the evaluation matrix. Quantitative data will be analyzed in Stata, to identify patterns and trends. Data analysis will disaggregate data by sex and age, and where available, by geographical region and disability. The evaluation team will use the debrief

individuals each (individuals yet to be identified).

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<sup>4</sup> Consisting of the 141 individual stakeholders set out in the stakeholder mapping (Annex 6) plus 5 focus groups with the beneficiaries of the deep dive projects that will comprise 4-5

meetings with CO staff and the presentation of preliminary findings to validate findings and identify if there are other avenues that need to be further explored.

Contribution towards each target outcome will be analyzed using the format below.

<b>Target Outcome</b>
Evidence for achievement
Achievement – strength of evidence (Strong / Moderate / Weak)
Evidence for UN Women contribution
UN Women contribution – strength of evidence (Strong / Moderate / Weak)
Contribution of other factors / whether key assumptions held true

### Ethics

The evaluation will comply with the relevant UNEG and UN Women standards on ethics<sup>5</sup>. Specifically, the evaluation will be delivered as follows:

#### Integrity:

The evaluators will ensure compliance with the Code of conduct, and to deliver the evaluation with honesty, professionalism and impartiality. The evaluators are independent from the program delivery and will document any areas of disagreement between the evaluation team and the CO, and changes to the evaluation findings.

#### Accountability:

The evaluation follows a transparent process through the inception report and sampling approach. Analysis will be transparently done in NVivo and Stata. All evaluation findings will be clearly mapped to the evaluation objectives and evaluation questions, with clear reference to the underlying evidence.

#### Beneficence:

The evaluation team will seek informed consent, clearly explaining the purpose of the evaluation and how the information will be used. Explicit oral consent will be sought. The evaluators will also highlight potential benefits and harm to participating. All responses will be kept confidential, so there is limited expected harm to participants. Evaluators will highlight that participants can stop the interview or focus group discussion at any

point. In case of any potential ethical issues, the evaluators will refer cases to local services.

#### Respect:

The evaluation will meaningfully engage evaluation stakeholders, and not only as subjects of data collection. The evaluation team will share the evaluation brief with all evaluation stakeholders and respondents. To ensure fair representation of different voices, the sampling approach takes into consideration coverage of different categories of stakeholders, including those hard to reach.

### Risks and Limitations

**Data collection sensitivity:** The current political context is sensitive. There are also potential accessibility issues for the international Team Lead and consultant to certain regions including Darfur and South Kordofan. The Consultants will share all data collection tools with the CO for review, to ensure potential cultural and political sensitivities are addressed. The evaluation team will work closely with the CO to plan the data collection locations and to determine which team member will cover Darfur.

**Availability of monitoring data against valid indicators:** Certain indicators and monitoring data are weak and/or missing. Outputs have changed over the course of the Strategic Note. Projects do not have individual performance monitoring frameworks, but are part of the Strategic Note performance monitoring framework. However, the Strategic Note performance monitoring framework does not link Country Office level results to that of individual project level achievements. The evaluation will focus on validating a sample of reported achievements and gathering additional evidence to support achievement against target outcomes, especially in areas where the indicators and data quality is weak.

#### Accessibility of stakeholders:

- **Ramadan:** Ramadan is expected to run from March 22 to April 21, which will result in reduced accessibility to stakeholders. The current timeline plans for data collection to be completed before Ramadan starts.
- **Political context:** The recent political changes have resulted in significant turnover within

with gender responsive and human rights approaches integrated into the approach

<sup>5</sup> The evaluation will adhere to UNEG and UN Women Ethical Guidelines and Code of Conduct, UNEG guidance on integrating Human Rights and Gender Equality in evaluations

government ministries. As such, many individuals who worked closely with UN Women have since left the government and the evaluation team will not be able to interview them. The evaluation will reach out to a range of stakeholders; any issues with accessibility will be flagged in the final report.

- **Timing of projects:** Many of the sampled projects, including the UNAMID SLF projects, have been completed several years ago. Particularly in the case of the UNAMID projects in Darfur, the mission (UNAMID) has been completed, and many staff have been transferred to other missions and agencies. This will mean it will be difficult to identify and access certain stakeholders, especially UN stakeholders. The evaluation team will work closely with the CO team to reach out to relevant stakeholders.

**Visa approval:** Visa applications have been submitted for the international consultant and Team Lead. However, given the current political situation, there is no guarantee that the visas will be approved. Should the visas not be approved, the evaluation will have to rely on a mix of remote interviews and additional data collection to be undertaken by the national consultant.

### Dissemination and Use

The table below sets out the dissemination plan for the targeted primary and secondary users.

Dissemination approach	How this will be tracked
<b>SCO</b> Evaluation team to share two-page brief (within link to the final report) and host a meeting to discuss findings and next steps.	Uptake of findings and extent to which meeting results in concrete, actionable next steps
<b>UN Women Regional Office and HQ colleagues</b> Evaluation team to share two-page brief and host webinar.	Number of stakeholders the brief is shared with  Number of attendees at webinar

Dissemination approach	How this will be tracked
<b>National partners and others working in the sector</b> Evaluation team to share two-page external facing brief	Number of stakeholders the brief is shared with

The Country Representative will lead the follow-up process to facilitate the use of evaluation findings, and is responsible for issuing a management response within 6 weeks of evaluation report finalisation

## VI. WORK PLAN

IEAS and the evaluation reference group and management group will provide quality assurance. The evaluation will be completed by October 2023.

### Evaluation Management and Quality Assurance

The Director of IEAS and Chief of IES will review and sign off on all evaluation products, which will comply with relevant guidance.<sup>6</sup> Supported by the international and national evaluation consultants, the Team Lead will be overall responsible for the CPE, including data collection, analysis and reporting. The evaluation will also be subject to the Global Evaluation Report Assessment and Analysis System (GERAAS) process, which assesses the quality of the report, and the level of confidence readers can place on the evaluation.

The Evaluation Reference Group and Management Group (see Annex 10 for composition and terms of reference) are responsible for providing technical review and support and ensuring a high quality, transparent process. The peer reviewer will support with providing another layer of review.

### Evaluation Plan

The table below sets out the overall timeline, which is followed by a more detailed diagram.

<sup>6</sup> UN Women Evaluation Policy, UNEG Norms and Standards for Evaluation

Task	Date
Validation of draft Inception Report by the Peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	January
Final Inception report addressing comments from the Peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	February
Data collection <ul style="list-style-type: none"> <li>• Khartoum</li> <li>• Red Sea State</li> <li>• North Darfur</li> </ul>	March 12-24
Data analysis, presentation of preliminary findings and draft report	April
Draft report reviews by the Peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	April
Final Report addressing the comments of the Peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	May

Task	Date
Presentation of the final report	May
Brief summarizing the findings of the report	May

Phase	Jan				Feb				Mar				Apr				May			
	3	4	5	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Finalize and invite ERG members																				
CO to review inception report and provide outstanding information																				
Submit inception report to ERG																				
Evaluation reference group meeting																				
Finalize inception report																				
Evaluation team on board																				
Visa application																				
CO sets up field visits and data collection																				
Data collection																				
Presentation of preliminary findings																				
Submission of evaluation report																				
Feedback																				
Revision																				
ERG inputs and revision																				
Presentation of final evaluation report																				

# ANNEXES

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- Annex 1 List of stakeholders consulted and documents reviewed
- Annex 2 Theory of Change
- Annex 3 Summary of results data
- Annex 4 Strategic Note Interventions
- Annex 5 Stakeholder mapping
- Annex 6 Evaluability assessment
- Annex 7 Evaluation Matrix
- Annex 8 Data Collection Tools
- Annex 9 Data Management Plan
- Annex 10 Evaluation Reference Group and Management Group Members
- Annex 11 Terms of Reference
- Annex 12 Country contexts

## Annex 1: List of stakeholders consulted and documents reviewed

### UN Women Sudan Country Office Stakeholders consulted

- Monitoring and Evaluation Associate
- Country representative
- Administrative Associate
- Programme officer, Blue Nile
- Programme specialist, Darfur
- Gender advisor
- Women Economic Empowerment Thematic Lead
- Red Sea State project coordinator
- Monitoring and Evaluation consultant
- Programme Specialist
- Project Coordinator
- Programme Specialist, Women, Peace and Security Humanitarian Action
- Women, Peace and Security consultant
- Program management specialist
- Program associate
- Operations support, red sea office

### Documents / systems reviewed

- SCO 2018-2021 Strategic Note (extended to 2023)
- SCO 2018, 2019, 2020 and 2021 annual reports and annual work plans
- RMS data on results and donors
- OneApp and Atlas Data
- UN Women Gender Equality Profile - Sudan
- Sudan Common Country Analysis 2016
- Sudan UNDAF 2018-23
- National Strategies, including the *National Quarter Century Strategy 2007-2031 on Peace, Development and Improved Living Conditions of all people*<sup>7</sup>, the National Women's Empowerment Policy (NWEP) (2007)<sup>8</sup> and the adopted Sudan UNSCR1325<sup>9</sup> National Action Plan<sup>10</sup>.

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<sup>7</sup> [The Twenty-Five-Year National Strategy 2007-2031 | Arab National Development Planning Portal \(unesw.org\)](#)

<sup>8</sup> [National Policy on the Empowerment of Women \(unwomen.org\)](#) The NWEP includes seven strategic pillars: (i) Women and Poverty; (ii) Women and Peace; (iii) Women and Economy (Micro-Finance); (iv) Women and Decision-making; (v) Women and Education; (vi) Women and Health; and (vii) Women and the Environment.

<sup>9</sup> The Security Council adopted the resolution (S/RES/1325) on women and peace and security in October 2000.

<sup>10</sup> [Sudan – 1325 National Action Plans \(peacewomen.org\)](#)

## Annex 2: Theory of Change

The Strategic Note included the following theory of change.

- **If** gender-responsive national policies and laws facilitating women’s equal participation and decision making in economic and social development exist and are implemented by a capacitated cadre;
- **If** women, especially the poorest and most excluded have access to, ownership, control and use of land, technology, finances, skills and other productive resources, especially in rural, climate challenged, conflict, post-conflict and humanitarian settings;
- **If** peacebuilding processes and humanitarian are well coordinated between the UN, Government and other development partners and align with nationally applicable global accountability standards;
- **If** the processes and actions are shaped by women’s leadership and participation and pay attention to protection of all women and girls;
- **If** enabling social norms and practices support women and girls equal participation in social, economic and political processes;
- **Then** women and girls in Sudan will enjoy their full rights and contribute effectively to economic, social and political development in peaceful, inclusive, resilient and prosperous communities;
- **Because**, stereotypes, structural and socio-cultural barriers to their participation as well as contribution to economic, peacebuilding and humanitarian action have been removed and grounded in supported in policies and laws informed by their voices, needs and experiences, especially in rural, conflict, post-conflict and humanitarian contexts.

The diagram below sets out a revised theory of change, building on the narrative theory of change in the Strategic Note, the Results Framework and the inception workshop. The expected causal pathways have been further elaborated, to strengthen the evaluability of the theory of change.

### Summary theory of change

Goal	Women and girls in Sudan are able to enjoy their full rights and contribute effectively to economic, social and political development in peaceful, inclusive, resilient and prosperous communities		
Outcomes → Goal	<ul style="list-style-type: none"> <li>• Stereotypes, structural and socio-cultural barriers to women and girls’ participation and contribution to economic, peacebuilding and humanitarian action have been removed</li> <li>• Women and girls are supported by policies and laws informed by their voices, needs and experiences, especially in rural, conflict, post-conflict and humanitarian contexts.</li> </ul>		
Outcomes	Women lead, participate in and benefit equally from governance systems	Women have income security, decent work and economic autonomy	Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action.
Outputs	Gender equality advocates have increased leadership to influence legal and policy framework and support adoption and implementation of national action plans on WPS.	Improved Women's access to and control of productive resources, markets and financial profits in rural, peri-urban and humanitarian settings	Humanitarian/Crisis response planning, frameworks and programming are gender inclusive and responsive; Mechanisms are established to ensure effective implementation of role of law and human rights principles by governance and state institutions.
	Diverse networks of support for women leaders created and sustained	Strengthened capacities for women entrepreneurs to create cooperatives and	Improved access to effective protection and access to justice for women and girls through functional referral pathways, formal and informal justice institutions/mechanisms, and



Goal	Women and girls in Sudan are able to enjoy their full rights and contribute effectively to economic, social and political development in peaceful, inclusive, resilient and prosperous communities		
		platforms in agricultural and fishery value chains at state level	access to other services through social spaces in humanitarian communities
			Enhanced positive attitudes and behaviors of women, men and boys towards gender equality and women's leadership and effective participation in decision-making, peace and humanitarian processes
	Enhanced capacities of the key targeted stakeholders to develop gender responsive legal and admin frameworks	National stakeholders strengthened at national and local levels to adopt and/or implement policies facilitating women's access to productive resources	Capacity of NGM, CSOs, Networks and Women leaders strengthened to participate in peace processes, humanitarian planning, response frameworks and programming
			Vulnerable communities and groups especially women at risk/IDP, disabled, Ex-combatants empowered to have sustainable livelihoods through cooperative and access to market facilities.
<b>Key Assumptions</b>			
Assumptions	<ul style="list-style-type: none"> <li>Social norms support women and girls participation in social, economic and political processes; structural and socio-cultural barriers are removed</li> </ul>		
	<p><b>Gender-responsive national policies and laws</b> facilitating women's equal participation and decision making in economic and social development:</p> <ul style="list-style-type: none"> <li>exist,</li> <li>are informed by women's voices, needs and experiences, and</li> <li>are implemented by a capacitated cadre.</li> </ul> <p>There is <b>political will</b> to develop and implement gender-responsive national policies and laws.</p>	<p>Peacebuilding and humanitarian processes:</p> <ul style="list-style-type: none"> <li>are <b>well coordinated</b> between the UN, Government and other development partners</li> <li><b>align</b> with nationally applicable global accountability standards</li> </ul>	

Theory of change with additional detail on causal linkages

Impact	Women lead, participate in and benefit equally from governance systems
Outcome → Impact	Women engage with political and economic institutions, which leads to more gender-responsive governance systems enabling women to benefit.
Outcome	More women of all ages fully engage with political and economic institutions and in leadership
Outcome	Diverse networks of support for women leaders created and sustained

	<b>Activities:</b> Strengthening women’s movement to adopt a common agenda and ensure women’s representation, and advocate for more gender-responsive governance system	<b>Cont. to outcome:</b> Women’s movement supports greater women representation, and advocates and holds the gender machinery accountable to deliver a more gender-responsive governance system to support women engagement.
	<b>Enhanced capacities of the key targeted stakeholders to develop gender responsive legal and admin frameworks</b>	
	<b>Activities:</b> Strengthening the gender machinery in key sectors at federal and state levels (Strengthening gender architecture in Sudan)	<b>Cont. to outcome:</b> Gender machinery is more capacitated to implement gender-responsive policies and laws, which facilitates greater engagement of women in political and economic institutions.
	<b>Enhanced coordination and accountability mechanism in place to deliver commitments on Gender Equality and women's empowerment in Sudan</b>	
	<b>Activities:</b> Strengthening coordination and accountability mechanism at federal and state levels; Supporting the Bureau of Statistics to strengthen the gender statistics system, Dissemination of Sudan Criminal Law 1991 on rape and sexual harassment	<b>Cont. to outcome:</b> Gender responsive policies and laws are developed and implemented in a more coordinated way. This means policies and laws are better able to facilitate and support women to engage with political and economic institutions.

<b>Impact</b>	Women have income security, decent work and economic autonomy	
<b>Outcome → Impact</b>	Women’s engagement in resource creation activities (decent work) and leads to increased income security and economic autonomy	
<b>Outcome</b>	Women secure access to productive resources and engage in sustainable resources creation activities in rural, peri-urban, conflict, post-conflict and humanitarian settings.	
<b>Outputs</b>	<b>Improved Women's access to and control of productive resources, markets and financial profits in rural, peri-urban and humanitarian settings</b>	
	<b>Activities:</b> Supporting private sector to improve women’s access to inputs and information	<b>Cont. to outcome:</b> A more gender-responsive private sector means women are more able to engage in sustainable resources creation
	<b>Strengthened capacities for women entrepreneurs to create cooperatives and platforms in agricultural and fishery value chains at state level</b>	
	<b>Activities:</b> Capacity building to women entrepreneurs (e.g. Empowering Women in Agribusiness and Fishing Value Chains in the Red Sea State)	<b>Cont. to outcome:</b> Women entrepreneurs increased capacities means they are able to increase engagement in resource creation activities
	<b>National stakeholders strengthened at national and local levels to adopt and/or implement policies facilitating women’s access to productive resources</b>	
	<b>Activities:</b> Supporting government with advice on gender-responsive policies, capacity development on gender-responsive budgeting	<b>Cont. to outcome:</b> More gender responsive policies means women are more able to engage in sustainable resources creation

<b>Impact</b>	<p>Women and girls contribute and have greater influence in building sustainable peace and resilience          Women and girls benefit equally from the prevention of natural disasters and conflicts and from humanitarian action.</p>	
<b>Outcome → Impact</b>	<p>Greater involvement of women in the peace process leads to more gender responsive peace and humanitarian action, which means women and girls are able to benefit equally.</p>	
<b>Outcome</b>	<p>Commitments on women, peace and humanitarian action are implemented in coordination between the UN System and national stakeholders, with more women and gender equality advocates influencing the processes</p>	
<b>Outputs</b>	<p><b>Capacity of National Government Machinery, CSOs, Networks and Women leaders strengthened to participate in peace processes, humanitarian planning, response frameworks and programming</b></p>	
	<p><b>Activities:</b> Capacity building to gender equality advocates (e.g. Capacity Building for Enhanced gender Participation in Peace and Economic' Activities (increasing participation of women in the Darfur-Darfur peace dialogue))</p>	<p><b>Cont. to outcome:</b> Gender equality advocates have increased capacity, which leads to greater engagement and influence on the peace and humanitarian processes.</p>
	<p><b>Humanitarian/Crisis response planning, frameworks and programming are gender inclusive and responsive. Mechanisms are established to ensure effective implementation of role of law and human rights principles by governance and state institutions.</b></p>	
	<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Set up and ongoing support to the gender focal point system in UNAMIDs, including through supporting UNCT-UNAMID transition team</li> <li>• Training duty bearers</li> <li>• Supporting development/implementation of Juba peace agreements, NAP on UNSCR 1325 and gender strategy accompanying the Darfur peace and dev. strategy</li> </ul>	<p><b>Cont. to outcome:</b> Support to the UN system, duty bearers and implementation process leads to more inclusive and responsive humanitarian / crisis planning, and ensures that commitments on women, peace and humanitarian action are implemented</p>
	<p><b>Improved access to effective protection and access to justice for women and girls through functional referral pathways, formal and informal justice institutions/mechanisms, and access to other services through social spaces in humanitarian communities</b></p>	
	<p><b>Activities:</b> LEAP programme (women's leadership, participation in decision-making and social cohesion, and access to services,). GBV referrals project, promoting gender-responsive approaches to natural resource management</p>	<p><b>Cont. to outcome:</b> Strengthened GBV referral system and project supporting greater women's leadership, access and participation protects women from violence and increases their access to justice, resulting in women and girls more likely to benefit equally from prevention and humanitarian action.</p>
	<p><b>Vulnerable communities and groups especially women at risk/IDP, disabled, Ex-combatants empowered to have sustainable livelihoods through cooperative and access to market facilities.</b></p>	
<p><b>Activities:</b> LEAP programme (livelihoods, and learning opportunities programme).</p>	<p><b>Cont. to outcome:</b> Livelihoods support means women and girls more likely to benefit equally from prevention and humanitarian action.</p>	

Assumption	Social norms support women and girls participation in social, economic and political processes; structural and socio-cultural barriers are removed; Enhanced positive attitudes and behaviors of women, men and boys towards gender equality and women's leadership and effective participation in decision-making, peace and humanitarian processes. Women groups in all states aware and accountable for monitoring and sustaining change in social norms supporting gender equality.	
Activities	<b>Activities:</b> Advocating with UNDP and FAO to eliminate barriers to women's economic empowerment, implementing recommendations of social norms study	<b>Cont. to outcome:</b> Advocacy work results in barriers to women's economic empowerment eliminated Activities to implement social norms study recommendations changes social norms, ensuring they are more supportive of women and girls participation in social, economic and political processes
	<b>Activities:</b> Strengthening target implementing partners to conduct awareness raising initiatives on women's and girls' rights and safety and the harmful effects of violence against women on individuals and communities.	<b>Cont. to outcome:</b> Awareness raising initiatives changes social norms on women's and girls' rights and safety

## Annex 3: Summary of Results data

This annex synthesizes secondary results data for the Development Results Framework (DRF) and the Organizational Effectiveness and Efficiency Framework (OEEF) of the Country Office.

**TABLE 1**

### Summary of progress against indicators

The table below sets out the summary of progress against indicators for the DRF outcomes (by thematic area) and OEEF in 2021.

	Not reported	No change	Some progress	Significant progress	Target reached / surpassed
Leadership & political participation	75%			25%	
Economic Empowerment	50%			50%	
Peace, security and humanitarian actions			100%		
OEEF	92%		8%		

Source: OneApp Results Management System

The sections below synthesizes results data from the DRF, drawing on the Results Management System and Annual Report, focusing on what the CO has identified as the areas of the most significant change. A sample of these achievements will be validated during the evaluation.

#### Operational

- “Promoting Gender-Responsive Approaches to Natural Resource Management for Peace” (2018), supported women to successfully harvest cash crops, as a tool for women’s political and economic empowerment in peacebuilding contexts.
- Capacity Building for Enhanced gender Participation in Peace and Economic’ Activities, leading to increased participation of women in the Darfur-Darfur peace dialogue). (2018)
- Support to UNSCR 1325 – accountability framework, development of state action plans (2019-21). Organised consultations with stakeholders to inform the development of the Sudan National Action Plan. Supported the development of the draft Sudanese Accountability Framework on Women peace and security, to support rigorous tracking of the four pillars of SCR 1325 for the Sudan context. In support of the 2020 - 2023 Sudan NAP 1325

implementation, at states level, UN Women supported financially and technically the development of a state action plan (Blue Nile state Action plan 1325).

- support to government was provided to implement the NAP 1325 at Federal and state level and development of state action plans on 1325 in two states, not only through funding but also through UN Women’s direct technical support confirming UN Women’s relevance and technical hub on normative issues.
- Blue Nile state – GBV referrals (2020), supported women organizations to integrate GBV messages within the local efforts to raise awareness on COVID19 prevention measures. Supported the development of early warning systems on GBV during the pandemic, to build a data collection system that is connected to the referral pathways for response.
- ‘Strengthening gender architecture in Sudan’, (2020-21), including providing support to the ministry of justice. UN Women supported awareness raising workshops for Sudan Police Forces, Judiciary, Prosecutors, and Medical Personnel to disseminate Article 149 and 152 of Sudan Criminal Law 1991 on rape and sexual harassment to strengthen criminal justice. UN Women also worked with rural court judges to provide enhanced protection of Human rights of women and girls by formal and informal justice institutions/mechanisms
- Empowering Women in Agribusiness and Fishing Value Chains in the Red Sea State” (2019-21), supporting 6 women associations, enabling women to acquire and apply knowledge and skills to producing and selling different types of food items.
- UN Women engaged 29 implementing partners in 2019 to implement UNAMID transition project activities on Rule of Law, Human Rights and Livelihoods under SLF 11.

#### Coordination

The CO supported UN coordination and training of gender focal points across UN agencies in the 4 Darfur states to support SLF implementation and set up of gender focal point system (2019-21). The CO also started a consultation process with women in Sudan, and incorporated outcomes into the cluster documents to strengthen the gender responsiveness of UNITAMS. UN Women supported the development of a gender focal point system during the UNAMID transition.

#### Normative

- Support to women’s network, and to increase women’s engagement in governance, including through MANSAM on advocacy (Miscellaneous amendment law, criminal code personal status law), No Excuse Campaign (demanding equal women’s political participation) and other legal reform (2019). As a result, many organizations joined the campaign, and pressure has been built to ensure that women are part of Federal and state level government. Hence, 2 women governances were appointed. The support to the NO Excuse campaign led to the commitment from decision makers to ensure at least 40% in the new government to be formed in 2021. UN Women supported the women’s movement to voice their concerns and claim the repeal and reform of laws violating women’s human rights such as the public Order Law which was then repealed in December 2019. Due to strong action by the women civil society and supported by UN Women, further key reforms have been introduced under the Miscellaneous Amendment Law in July 2020 including amendments to the Criminal Code and Personal Status Law. Additionally, there was also the reforms of banning FGM/C and criminalizing; the freedom of movement for women to travel with their kids without the permission of the father ; and the repeal of the Public Order Law, which provided greater protection to the rights of women in Sudan.
- Supported gender and economy components in 13 workshops preparatory to the National Economic

Conference, as well as the adoption of the recommendations as part of the National recommendations of the National Economic Conference.

- Supported 3 women ministers and a women chief Justice and 2 women governors at state level in post.
- UN Women supported the reforming of the framework that informed the development of the National budget. For the first time in the history of Sudan, the budget circular which is considered as the legal framework of the financial system and is gender blind was reformed. An article that clearly indicates the importance of gender in all the processes of developing budget, in addition to developing guidelines to the Ministries and sectors to develop gender responsive budgeting was integrated in the budget circular.
- Through “Strengthening Gender Architecture in Sudan”, UN Women seconded a gender advisor to Ministry of Justice to support the ministry engender its processes, procedures, budget; support the development of strategy on law reform
- Dissemination of Sudan Criminal Law 1991 on rape and sexual harassment (2020)
- Reforming the framework that informs the development of the National budget (2021)
- UN Women supported the gender machinery to develop the Beijing report. The report is considered as a highly important report signalling a new normative approach to government reports on women’s situation after the revolution.

## Annex 4: Strategic Note Interventions

TABLE 2

### Strategic Note Interventions

The table below sets out the list of Strategic Note Interventions, as per Atlas, along with actual budget values across the Strategic Note cycle. Sampled projects are indicated in the 'sample' column.

- The **deep dive sample** will involve a validation of reported project achievements and assessment of UN Women's contribution to target outcomes. Data collection will involve interviewing of all relevant stakeholders, including donor, implementing partners, other government, CSO and private sector partners and a sample of beneficiaries. These have been selected based on the most significant achievements as reported by the annual reports and identified by the Country Office, while ensuring a good mix across the Strategic Note time period and across different categories and result areas of the Strategic Note, which are: Women Political Participation (WP); Women, Peace and Security (WPS) and Women's Economic Empowerment (WEE).
- The **project review sample** will involve a desk review and interviews with the donor, UN Women staff and implementing partner, focused on answering evaluation questions concerning individual interventions (around unexpected outcomes, coherence of intervention with those of other stakeholders, alignment with UN Women's comparative advantage and gender and human rights dimensions). The sample has been randomly selected using a stratified sample approach (across category, result area and time period) to ensure a good mix of projects.

Project	Category	Result Area	Start Date	End Date	Total	Sample
2015-2016 IB Sudan	Coordination	Coordination, Management	2015	2022	2,486,190	
Extra Budgetary Sudan	Coordination	Coordination, M&E, Management	2013	2022	852,812	
SIDA Operation Amendment 2	Operation	WPP	2022	2023	1,091,575	Deep dive
SIDA Operational Costs	Operation & Normative	WPP	2021	2022	870,184	Deep dive
2012 AWP Sudan-Cross Thematic	Operation	WEE, Coordination, Partnerships, M&E, Management	2012	2022	1,775,341	
Building a democratic state	Operation	WPP&WPS	2021	2022	278,564	Project review
Capacity Building for Enhanced Resilience	Operation	WPS&WEE	2016	2021	353,427	
Enhancement of Women's Entrepreneurship	Operation	WEE	2018	2022	921,992	Deep dive
ESA Women Count Phase II	Operation	WEE, Management	2022	2025	40,452	
Global Facility- II	Operation	WPS	2016	2022	84,040	
Promote Reconciliation and Coexistence for Sustainable Peace in Darfur (PRCSP)	Operation	WPS	2016	2021	903,481	Project review
Promoting Gender-Responsive Purchasing	Operation	WEE	2016	2021	108,284	
Promoting Women's Participation	Operation	Management (OEE 4)	2005	2021	31,652	
Promoting Women's Rights in Darfur	Operation	EVAW&WPS	2016	2021	499,837	
SDN_DRF1_WLPP	Core	WPP	2020	2022	95,449	
SPF2 O1.1 Legislation	Normative	WPP	2016	2022	124,483	
SPF2 O3.1 Constitutions & laws	Normative	WPP	2016	2022	27,000	
Strengthening the Gender Archi	Coordination & operation	WPP	2019	2022	919,898	

Project	Category	Result Area	Start Date	End Date	Total	Sample
Supporting Sustainable Peace i	Operation	WPS	2021	2024	957,531	
Sustainable Development and Po	Operation	WEE	2016	2021	296,209	
UN Darfur Fund	Operation	WPS	2015	2021	634,901	
UNAMID Staff assigned to State	Coordination	WPS	2019	2022	86,205	Project review
UNAMID_SLF 2	Coordination & operation	WPS	2016	2022	1,047,499	Deep dive
UNAMID_SLF 3	Coordination & operation	WPS	2020	2021	523,296	Deep dive
UNAMID_SLF 4		WPS	2020	2021	132,255	
UNAMID_SLF 5	Coordination & operation	WPS	2020	2021	222,025	
Women Economic Empowerment in	Operation	WEE	2018	2021	120,773	
Women's Empowerment for Resilience	Operation	WEE	2002	2023	1,024,031	Project review
Women's Peace and Humanitarian Fund WPHF_COVID 19	Operation	WPS, WEE	2016	2022	218,718	Project review

Source: Atlas

**TABLE 3**  
**Result areas – main intervention and partners**

The table below summarizes the main intervention details across the result areas.

Governance and participation in public life
<p><b>Strengthening the gender machinery for gender mainstreaming in key sectors and the gender coordination mechanism at federal and state levels, specifically through working with the government to support:</b></p> <ul style="list-style-type: none"> <li>• the Ministry in charge of gender with a team of gender experts</li> <li>• the Ministry of Justice to review the legal framework in line with CEDAW to identify gender gaps, supporting the abolition of discriminatory laws against women and the ratification of CEDAW and the Additional Protocol on women's Rights.</li> <li>• gender integration in the Constitution and electoral law reform to support women to participate in electoral processes more effectively.</li> <li>• the establishment and operationalization of the Women and Gender Commission</li> <li>• training and expertise to ensure gender mainstreaming by targeted government and state institutions in Sudan.</li> <li>• implementation of the Gender capacity development plan based on the recommendations of the UNCT SWAP-Gender Score Card.</li> <li>• Support operationalization of gender coordination mechanisms at Federal and State levels.</li> </ul> <p><b>Strengthening the women's movement for the adoption of a common agenda and to ensure women's representation, through working with women groups to:</b></p> <ul style="list-style-type: none"> <li>• the dialogue between women groups and men in political parties to change legal provisions of political parties and strengthen women leadership</li> <li>• Capacity development of women groups and gender equality advocates to influence programs and policy reforms at federal and state levels and to develop a database of women capable to defend women's rights agenda in Parliament.</li> </ul>



- the development of a women's common agenda to ensure effective women representation in the Parliamentarian Council

### Women's economic empowerment

- Advocating with UNDP and FAO for the elimination of structural and social barriers impeding women's access to economic resources and advocating for conversion of social spaces into safe economic empowerment hubs
- Supporting government by providing advice on gender-responsive policies related to land tenure and facilitating women's access to infrastructure and services; supporting gender integration in economic policy reforms; supporting capacity development of the Ministry of Finance and the gender responsive budgeting exercise in targeted ministries
- Strengthening partnerships with private corporations to improve women's access to technologies, finances, inputs and information to improve livelihoods. Targeting one of the most marginalized regions in Sudan to support women's engagement in the fishery sector.
- Supporting changes in social norms by implementing recommendations on the impact of social norms on women participation in economic empowerment initiatives.

### Women, peace and security, humanitarian action and disaster risk reduction

Supporting gender integration in the peace building process and the humanitarian development nexus, through the UNCT-UNAMID transition team, in the areas of 1) resilience and livelihoods; 2) human rights promotion and capacity building; 3) strengthening the gender coordination mechanism at federal and state levels. Specific interventions include:

- Building capacity and supporting women (including leaders, gender advocates and civil society) to establish coalitions and effectively engage in formal and informal peace processes to influence the political transition processes and humanitarian and recovery planning.
- Training duty bearers, including security and justice personnel in gender-responsive justice; holding awareness-raising dialogues with religious leaders and native administrators on violence against women; and training humanitarian actors on gender analysis and gender mainstreaming.
- Supporting the implementation of the gender provisions of the Juba peace agreements and the Gender Strategy accompanying the Darfur Peace and Development Strategy
- Supporting the development and implementation of the National Action Plan on UNSCR 1325, including through undertaking gender and conflict analysis and providing of tools and guidelines.
- Delivering the Leadership, Empowerment, Access and Protection in crisis response (LEAP) program, to strengthen security for women and girls, focusing on Prevention and Protection, including establishing one stop centers and specialized women and children protection desks in police stations

### Coordination

- Training of UN agency gender focal points in the Darfur states to support implementation and coordination
- Supported the development of a gender focal point system during the UNAMID transition.

### Normative

- Supported the gender machinery to develop the Beijing report.
- Supported the women's movement to advocate for the repeal and reform of laws violating women's human rights such as the public Order Law.
- Technical and financial support to government to implement the NAP 1325 at Federal and state level and development of state action plans on 1325 in two states.
- Seconded a gender advisor to Ministry of Justice to support the ministry engender its processes, procedures, budget; support the development of strategy on law reform

## Annex 5: Stakeholder mapping

The table below maps out the key stakeholders against the following categories, their contributions to the Strategic Note and the sampling approach for each stakeholder category. All stakeholders will be surveyed, and purposively sampled for interview / focus group discussion.

Category	Contributions to the Strategic Note	Sampling Approach
Governmental Stakeholders	Principle and primary duty bearers who make decisions and responsible for country development outcomes.	All government partners will be surveyed. Those partnering with UN Women on the <i>deep dive projects</i> will be interviewed. Due to the current political situation and turnover within the government, the Country Office have flagged that certain government entities should not be contacted. These are marked below.
Civil Society Organisations	Partners working with UN Women to deliver; partners working on different activities aiming to contribute to the same target outcomes	All civil society partners will be surveyed. Those partnering with UN Women on the <i>deep dive projects</i> and those implementing <i>desk review projects</i> will be interviewed or invited to join focus group discussions.
Research and academic institutions	Researchers working in the areas of UN Women's work, providing useful insights into what does and does not work.	All academic partners will be surveyed. Those partnering with UN Women on the <i>deep dive projects</i> will be interviewed.
Private sector	Partners on Women's Economic Empowerment Projects and funders.	All private sector partners will be surveyed. Those partnering with UN Women on the <i>deep dive projects</i> will be interviewed.
UN agencies	Partners on joint programs, development partners supported by UN Women's coordination work.	The UN Country Team will be surveyed. Several UN agencies have been identified as key partners for UN Women – these will be interviewed.
Bilateral and foundation donors	Donors of UN Women's work in SCO	All donors will be surveyed. Donors funding the <i>deep dive and desk review projects</i> will be interviewed.
UN Women team	Responsible for implementing the strategic note.	As those with a leadership role to implementing the SN, the country rep, deputy country rep and thematic leads will be interviewed. All other colleagues will be surveyed.
Other multilaterals / regional bodies	Key partners contributing to same target outcomes.	All multilateral partners will be surveyed. Those partnering with UN Women on the <i>deep dive projects</i> will be interviewed.
Target groups of right holders	Target Groups of rights holders	Purposively sampled for <i>deep dive sampled projects</i> , to ensure a good range of rights holders, considering different characteristics including: marginalized groups, those with disabilities and the hard to reach. These stakeholders will be invited to take part in focus group discussions.

Their contribution to and/or engagement in UN Women's normative, coordination and operational work, as well as thematic area is also mapped. The list also highlights stakeholders linked to the deep dive and desk review sample. The list is drawn from: donors from Atlas, partners from list of partner agreements, annual reports and UN Women personnel inputs.<sup>11</sup>

The Operational Result Areas are:

- **Women Political Participation (WPP):** Women Lead, Participate and Engage with Governance Systems
- **Women's Economic Empowerment (WEE):** Women have income security, decent work and economic autonomy
- **Women, Peace and Security (WPS):** Women and girls contribute to building sustainable peace and resilience and benefit equally from humanitarian action

The final columns indicates whether the institution is to be sampled, and what form of data collection is envisaged.

**TABLE 4**

<sup>11</sup> Some stakeholders are listed more than once, where more than one representative from the organization has been identified as relevant for consultation.

## Stakeholder mapping

No.	Institution	Normative	Coordination	Operational	Link to deep dive	Interview	Focus Group	Survey
Governmental Stakeholders								
1	Central Bureau of Statistics			✓				
2	Federal Ministry of Health		✓	WPP	✓			
3	Legal Reform Commissions			✓				
4	Marine Fisheries Administration			WEE	✓			✓
5	Ministry of Agriculture Development (Red Sea)			WEE				✓
6	Ministry of Finance & Economic Planning	✓		WEE	✓			✓
7	Ministry of Health & Social Development- Blue Nile			WPS	✓			✓
8	Ministry of Health & Social Development- East Darfur			WPS				✓
9	Ministry of Labour	✓		WPP	✓			✓
10	Ministry of Social development	✓		WPS	✓			✓
11	Office of the Judiciary Authority in Darfur			WPS				✓
12	Sudan Special Police Force			WPS				✓
13	VAW Unit	✓		WPS	✓	✓		
14	Ministry of Justice	✓		WPP	✓			
15	Parliamentarian Council	✓		✓				
16	VAW Unit	✓		WPS	✓			
17	Women and Children Affairs (MOSA)	✓		✓				
18	Women and Family Directorate	✓		✓				
19	Women and Gender Commission			✓				
20	Ministry of Federal			✓				
Civil Society Organisations								
21	Alalag Press Services			WPP	✓	✓		
22	Alenaya Charity Organization			✓		✓		
23	Alquaswaa women's association			WEE	✓		✓	
24	Alsadia Association			WEE			✓	
25	Althamra women association			WEE	✓		✓	
26	Altigana Organization for Developing Women Skills (AODWS) in North Darfur			WPS				✓
27	Athorya Association			WEE			✓	
28	CAFA Organization in North Darfur			WPS				✓
29	Community Development Association			WPS				✓
30	Dar Salaam Women's Society in North Darfur			WPS	✓	✓		
31	Friends of Peace & Development Organization			WPS				✓
32	Friends of people living with handicaps			✓				✓
33	Global Aid Hand			WPS				✓
34	Kabkabiya Small Holders Charitable Organization			WPS				✓
35	Jabal Mara Charity organization (JEMCO)			WPS				✓
36	MANSAM	✓	✓	WPS	✓		✓	✓
37	Muzna Charitable organization		✓	WPP				
38	NADA Al-Azhar			WPS				

No.	Institution	Normative	Coordination	Operational	Link to deep dive	Interview	Focus Group	Survey
39	National Planning Organization (NPO)			WPP				
40	National Sudanese Women Association			WPP				
41	Nuba Women for Education & Development Association			WPP				
42	Omdurain Women Associations	✓		✓	✓			✓
43	Network Organization for Best Life			WPS	✓	✓		
44	Peace and Development Center			WPS				✓
45	Peace Studies & Research Center , Eldaien University			WPS				✓
46	Relief and Mediation Crops			WPS				✓
47	Rinas Charitable Association Women & Children			✓				✓
48	Rural Community Development Organization (RCDO) in West Darfur			WPS				✓
49	Rural Development Organization			WPS				✓
50	Sahari Organization for Development			WPS				✓
51	SAWA Sudan in West Darfur			WPS	✓			
52	Seema Center for Training & Protection	✓	✓	WPP	✓		✓	✓
53	Sudan Organization for Recovery and development (SORD)			WPS	✓	✓		
54	Sudanese Red Crescent Society			WPS				✓
55	Sudanese Women Union			✓				✓
56	Sudanese Women Development Organization			✓				✓
57	Women Awareness Initiative -Damazin	✓		WPS	✓			✓
58	Women Awareness Raising Group- Red Sea	✓		✓			✓	
59	women forum in Darfur	✓		WPS			✓	
60	Women Initiatives Group			✓				✓
61	Women's Association of the Sudan Revolutionary Front			WPS				
62	Women's Wings Organization	✓		WPS				✓
63	Sabah Al-Sudan for Development Organization (SDO)			✓				
64	Women Awareness Initiative -Damazin			✓				
Research and academic institutions								
65	Development studies and research institute			WPP	✓	✓		
66	Gender Studies Institute / University of Khartoum			WPP	✓	✓		
67	Red Sea University			WEE	✓	✓		
68	Sudanese organization for research and development			WPP		✓		
69	Sudanese organization for research and development- Blue Nile			WPS		✓		
70	University of El Geneina			WPS				✓
71	University of Nyala			WPS				✓
72	Alalag Press Services			WPP	✓	✓		
Private sector								
73	Absumi (one of the arms of the Agricultural Bank)			WEE		✓		
74	Alayady Alkhadra			WEE	✓	✓		
75	Central Bank of Sudan (CBOS)			WEE				
76	Family Bank in Port Sudan			WEE		✓		
77	Port Sudan Association of Small Enterprise Development (PASSED)			WEE		✓		
78	Red Sea State Microfinance Institution			WEE	✓	✓		
UN agencies								
79	OCHA		✓			✓		

No.	Institution	Normative	Coordination	Operational	Link to deep dive	Interview	Focus Group	Survey
80	Peacebuilding Fund			WPS	✓			✓
81	UN Integrated Transitional Assistance Mission in Sudan political mission		✓	WPS		✓		✓
82	United Nations Development Programme			WPP		✓		✓
83	United Nations Development Programme			WPS		✓		✓
84	United Nations Environment Program			WPS				✓
85	United Nations Operations in Darfur			WPS				✓
86	World Food Programme		✓					✓
87	OHCHR		✓	WPP		✓		✓
88	FAO		✓					✓
89	IFAD		✓					✓
90	ILO		✓					✓
91	IMF		✓					✓
92	IOM		✓					✓
93	OCHA		✓					✓
94	OHCHR		✓					✓
95	UN ECA		✓					✓
96	UNEP		✓					✓
97	UN ESCWA		✓					✓
98	UN-Habitat		✓					✓
99	UN Mission		✓					✓
100	UN Mission		✓					✓
101	UN Mission		✓					✓
102	UNAIDS		✓					✓
103	UNDP		✓					✓
104	UNDRR		✓					✓
105	UNDRR		✓					✓
106	UNDSS		✓					✓
107	UNESCO		✓					✓
108	UNFPA		✓					✓
109	UNHCR		✓			✓		✓
110	UNICEF		✓					✓
111	UNIDO		✓					✓
112	UNMAS		✓					✓
113	UNODC		✓					✓
114	UNOPS		✓					✓
115	UNV		✓					✓
116	WFP		✓					✓
117	WHO		✓					✓
118	World Bank		✓					✓
Bilateral and foundation donors								

No.	Institution	Normative	Coordination	Operational	Link to deep dive	Interview	Focus Group	Survey
119	African Development Bank			WPS				
120	European Union			WEE				✓
121	Government of Finland			✓				✓
122	Italian Agency for Development Cooperation-AICS			WEE				✓
123	Government of United Kingdom	✓		WPP	✓			✓
124	Japan International Cooperation Agency			✓				✓
125	Mamoun Beheiry Centre			WEE				✓
126	Multi-Donor Trust Fund Office			WEE				✓
127	Norway			✓				✓
128	Qatar Development Fund			WPS				✓
129	Silatech			✓				✓
130	Swedish International Development Cooperation	✓		WPP	✓			✓
131	Swedish International Development Cooperation	✓		WPP	✓			✓
132	UNITAMS			WPS				✓
133	USAID			WPS				✓
UN Women team								
134	Thematic leads/WEE	✓	✓	WEE		✓		
135	Thematic leads/WPS	✓	✓	WPS		✓		
136	Deputy representative	✓	✓	all		✓		
137	Humanitarian		✓	WPS		✓		
138	Representative	✓	✓	All		✓		
139	All staff	✓	✓					✓
Other multilaterals / regional bodies								
140	International Monetary Fund	✓						✓
141	The World bank	✓						✓
Target Groups of Right holders								
142	4-5 beneficiaries of the Gender Architecture program	✓	✓	WPP			✓	
143	4-5 beneficiaries of the Dar Salaam Women Development Association-Livelihoods and Durable Solutions (SLF 2,3&5)			WPS			✓	
144	4-5 beneficiaries of the Sudan Organization for Recovery and Development-Human Rights (SLF 2&3)			WPS			✓	
145	4-5 beneficiaries of the Network Organization for Best Life-Rule of Law			WPS			✓	
146	4-5 beneficiaries of the Enhancement of Women's Entrepreneurship project in the Red Sea State			WEE			✓	

## Annex 6: Evaluability Assessment

This annex sets out the evaluability assessment, including 1) an overall assessment of the Development Results Framework (DRF) and Organizational Effectiveness and Efficiency Framework (OEEF); 2) completeness of the DRF and OEEF in terms of presence of baselines and targets; 3) DRF and OEEF outcomes, outputs and indicators quality assessment; and 4) review of data availability for the Strategic note Interventions.

**TABLE 5**

### Completeness of the Development Results Framework and Organizational Effectiveness and Efficiency Framework

The table below summarizes the assessment of the DRF and OEEF.

Measure	Quality Assessment Highlights	Overall Rating	
<b>DEVELOPMENT RESULTS FRAMEWORK</b>	<b>OUTCOMES</b>	Target outcomes adequately focuses on change (behavior, institutional performance, beliefs/attitudes).	<b>ADEQUATE</b>
	<b>OUTPUTS</b>	Target outputs consistently use change language, are specific and clear and focused. However, many outputs are too ambitious / high level, and often outside UN Women's control.	<b>LIMITED</b>
	<b>INDICATORS</b>	Many indicators were not framed as indicators, but as questions. Outcome indicators were not always clearly aligned to the target outcome, and often measured only a specific component of the target change, or tended to be activity focused and at the output level, rather than focusing on change (e.g. indicators measuring knowledge products produced, advocacy campaigns developed, models developed). Related to the issue of outputs being too high level, most output indicators were incorrectly classified and should have been included as outcome indicators as they are beyond UN Women's control.	<b>LIMITED</b>
	<b>DATA QUALITY</b>	Limited supporting data was included to demonstrate how performance against DRF indicators was calculated. The results management system did not clearly set out what monitoring systems and data quality assurance checks were in place to ensure the validity and accuracy of the reporting.	<b>LIMITED</b>
<b>ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY FRAMEWORK</b>	<b>OUTPUTS</b>	OEEF outputs were clearly defined, specific and <i>SMART</i> .	<b>ADEQUATE</b>
	<b>INDICATORS</b>	OEEF indicators were generally clearly aligned to the output and valid to measure the target change. However, a number were framed as questions. Several indicators did not align to the baselines and targets. For example, several indicators required yes/no baselines and targets, but the baselines and targets included were numbers.	<b>LIMITED</b>
	<b>DATA QUALITY</b>	Limited supporting data was included to demonstrate how performance against OEEF indicators was calculated. The results management system did not clearly set out what monitoring systems and data quality assurance checks were in place to ensure the validity and accuracy of the reporting.	<b>LIMITED</b>

**TABLE 6**

### Completeness of the Development Results Framework and Organizational Effectiveness and Efficiency Framework

The table below assesses the completeness of the DRF and OEEF in terms of whether baselines and targets were included against all indicators.

Framework	baseline	targets
Development Results Framework - outcomes	100%	100%
Development Results Framework - outputs	100%	100%
Organizational Effectiveness and Efficiency Framework	97%	97%

Source: Results Management System

**TABLE 7**  
DRF and OEEF outcomes, outputs and indicators quality assessment criteria

A quality check of the indicators of both the DRF and OEEF was conducted, using the following criteria as per the CPE guidance:

Indicators	Grading guidance
Clearly measures change (outcome) or potential for change (output)	<b>Weak</b> = 1-3 attributes
Outcome indicator measures change in behavior, institutional performance, attitude, beliefs	
Output indicator uses change and not action language, and captures change in: skills, abilities, knowledge, awareness, capacity, accountability; availability of products, data, or services; something created, built or repaired; Institutional arrangements, leadership, efficiency; advocacy or dialogue mechanisms.	<b>Adequate</b> = 4-6 attributes
Logical direct (preferred) or proxy (acceptable) indication of change	
Clearly aligned to output / outcome	<b>Strong</b> = 6+ attributes
Specific (Sets precise criteria for success)	
Singular Focus	
Plain language	
Valid / Reliable	

**TABLE 8**  
Results Framework 2022 – DRF and OEEF outcomes, outputs and indicators quality assessment

The table below assesses the indicators, based on the quality assessment criteria above

	Strong	Adequate	Weak
<b>Development Results Framework</b>			
Outcome Indicators (16)	4 (25%)	3 (19%)	9 (56%)
Output Indicators (12)	4 (33%)	0 (0%)	8 (66%)
<b>Organizational Efficiency and Effectiveness Framework</b>			
Output Indicators (37)	22 (59%)	6 (16%)	9 (24%)

**TABLE 9**  
Data availability for Strategic Note Interventions

The table below assess the data availability for the strategic note interventions.

Project / Area of Work	Performance Monitoring Framework	Evaluation or Review	Quarterly or Annual Report
2015-2016 IB Sudan	No separate Performance Monitoring Framework. Part of Strategic Note Performance	No	No
EXTRA BUDGETARY SDN		No	No
SIDA Operation Amendment 2		No	Annual Report
SIDA Operational Costs		No	Donor report & Annual Report
2012 AWP Sudan-Cross Thematic		No	No
Building a democratic state		No	No
Capacity Building for Enhanced Resilience		No	No
Enhancement of Women's Entrepreneurship		No	Donor report & Annual Report



Project / Area of Work	Performance Monitoring Framework	Evaluation or Review	Quarterly or Annual Report
ESA Women Count Phase II	Monitoring Framework	No	No
Global Facility- II		No	No
PRCSP		No	No
Promoting Gender-Responsive Purchasing		No	No
Promoting Women's Participation		No	No
Promoting Women's Rights in Darfur		No	No
SDN_DRF1_WLPP		No	No
SPF2 O1.1 Legislation		No	No
SPF2 O3.1 Constitutions & laws		No	No
Strengthening the Gender Architecture		No	2020 AWP Annual reports
Supporting Sustainable Peace in Darfur		No	Donor report
Sustainable Development		No	No
UN Darfur Fund		No	No
UNAMID Staff assigned to State		No	2020 Annual reports
UNAMID_SLF 2		No	Donor report & Annual report
UNAMID_SLF 3		No	Donor report & Annual report
UNAMID_SLF 4		No	No
UNAMID_SLF 5		No	Donor report & Annual report
Women Economic Empowerment		No	Donor report
Women's Empowerment for Resilience		No	Donor report
WPHF_COVID 19	No	Donor report	

Source: Results Management System and DAMS

## Annex 7: Evaluation Matrix

The table below sets out the evaluation matrix, which includes the evaluation questions, indicators, data collection and analysis approach and information sources.

Key evaluation question	Indicators	Data collection and analysis approach	Sources
<b>Effectiveness</b>			
E1. Are interventions contributing to target outcomes set out in the Strategic Note? E1a. What contribution is UN Women making to towards gender responsive normative frameworks, policies, institutions? E1b. What unexpected outcomes have been achieved? E1c. What are the enablers and barriers to achieving target outcomes?	Evidence of changes in target (and unexpected) outcomes and of UN Women’s contribution. Evidence of internal and external enablers and barriers to achieving target outcomes.	Contribution analysis, assessing the strength of evidence for outcomes achieved and UN Women’s contribution. Outcome harvesting to capture unexpected outcomes and focusing on the deep dive sample. Focus on most significant outcomes achieved, guided by CO.	<b>Documents:</b> monitoring and reporting data, annual reports on outcomes, lessons learned <b>Interviews and Focus Group Discussions</b> with UN Women, partners, beneficiaries of select interventions, stakeholders able to comment on achievement of outcomes – other stakeholders working in the sector, donors, government. <b>Survey:</b> across all stakeholder categories.
E1d. Has UN Women taken a strategic and integrated approach in prioritizing its activity across operational, coordination and normative work?	Evidence of consideration of synergies between operational, coordination and normative work during portfolio and program design, program prioritization, and allocation of resources. Assessment of the available space in-country for UN Women to take on normative and coordination roles	Review of planning and design process. Review of full list of operational, coordination and normative interventions, and assessment of key synergies.	<b>Documents:</b> Planning documents. List of interventions. Documentation of key outcomes. <b>Interviews</b> with UN Women and UNCT stakeholders.
<b>Efficiency</b>			
F1. How strategic was the CO in its allocation of resources to ensure value for money? F1a. How effectively were resources mobilized and managed? F1b. To what extent was a focus on evidence, results and value for money used to guide decision making, at all decision-making stages?	Evidence of strategic allocation of resources to maximize results Evidence of effective mobilization of resources – sufficient resources mobilized to deliver against strategic note Evidence of effective management of resources – resources used to deliver against priorities in the strategic note	Review resource mobilization strategy and implementation. Review decision-making process at the CO level (annual work plan, strategy setting, country allocation) and the project review sample (needs assessment and design).	<b>Documents:</b> resource mobilization strategy, annual work plan, country allocation, needs assessment and design documents for the project review sample <b>Interviews:</b> UN Women, donors
F2. How efficiently has the CO managed to pivot in response to the changing context?	Evidence of efficiency and timeliness of CO’s response to the changing political and UNCT context	Review response to changes in political context and changes in	<b>Documents:</b> Revisions to project and portfolio documents, change requests to donors,

Key evaluation question	Indicators	Data collection and analysis approach	Sources
F2a. How efficient and effective has the CO's strategic positioning and response to changes in the political context and within the changing UNCT structure been?		UNCT structure, in terms of changes to existing interventions, changes in allocation between interventions, and changes to new interventions.	context analysis undertaken by the CO. <b>Interviews:</b> UN Women, UNCT, partners, donors.
<b>Coherence</b>			
C1. Are UN Women's interventions coherent with the work of the UN Country Team and other key stakeholders?	Evidence of synergies between UN Women's interventions and those of UNCT and other stakeholders, across humanitarian and development actions	Review of the project review sample.	<b>Documents:</b> project planning documents. Summary of key projects in this area delivered by UNCT and other stakeholders. <b>Interviews</b> UN Women, UNCT, key stakeholders working on gender equality and women's empowerment, donors and government stakeholders.
C1a. Are interventions achieving synergies between the UN Women portfolio and the work of the UN Country Team and other stakeholders working on gender equality and women's empowerment?			
C1b. What contribution is UN Women making to UN system coordination on gender equality and women's empowerment?	Evidence of UN Women's contribution to the UN System.	Review of UN Women's coordination work.	<b>Documents:</b> UNCT reports, SWAP scorecard. <b>Interviews</b> UN Women, UNCT. <b>Survey:</b> across all stakeholder categories.
C2. Do the interventions selected maximize UN Women's comparative advantage?	Alignment between interventions selected and UN Women's comparative advantage.	Assessment of alignment of the project review sample to UN Women's perceived comparative advantage.	<b>Documents:</b> Project design documents, internal stakeholder analysis and landscape mappings, resource mobilization strategy. <b>Interviews:</b> UN Women, UNCT and other stakeholders working on gender equality and women's empowerment, donors and government stakeholders.
C2a. What is the CO's comparative advantage?	Perceptions of the CO's comparative advantage by other stakeholders. <i>Comparative advantage defined as: mandate; better positioned than other partners in country; technical and operational capacity to work more effectively and efficiently than other actors to achieve results.</i>	Assessment of UN Women's perceived comparative advantage.	<b>Interviews:</b> UN Women, UNCT and other stakeholders working on gender equality and women's empowerment, donors and government stakeholders.
C2b. How tactical has the CO been in making the most of opportunities and maximizing its unique value proposition?	Evidence of strategic decision-making process for resource allocation and building on comparative advantage.	Review of planning process.	As above, and also strategic and annual work plan documents.
<b>Human Rights and Gender Equality</b>			

Key evaluation question	Indicators	Data collection and analysis approach	Sources
H1. Are interventions supporting structural changes in gender equality and women's empowerment?	Evidence of contribution to structural changes.	Review of the project review sample.	<b>Documents:</b> project design and needs assessment, outcomes reporting. <b>Interviews</b> with UN Women staff and partners.
H1b. Are interventions applying gender, human rights and disability inclusion approaches?	Evidence of gender, human rights and disability inclusion approaches applied across interventions, using the Gender Results Effectiveness Scale.	Review of the project review sample.	<b>Documents:</b> Planning documents. <b>Interviews</b> with UN Women staff and partners.

## Annex 8: Data collection tools

### Introduction and informed consent (to be used across all interview and focus group discussions)

1. Hello, my name is \_\_\_\_\_. I am part of the evaluation team delivering the country portfolio evaluation of the UN Women Sudan Country Portfolio Evaluation. I work for UN Women / am an independent consultant.
2. The purpose of this evaluation is to assess UN Women's work in Sudan since 2018. The evaluation is expected to generate learning on what works, to support better decision-making in the future, and help ensure UN Women is accountable for how it uses resources to contribute to Gender Equality and Women's Empowerment. The primary users of this evaluation are intended to be UN Women country office who will use the findings to design and implement the new Strategic Note. However, we expect that other UN Women offices, as well as other stakeholders in the countries will also be able to use the findings.
3. You have been selected to take part in the interview / focus group discussion, due to your role / experience in \_\_\_\_\_.
4. The interview / focus group discussion is expected to take approximately 45 minutes.
5. Taking part is voluntary, and you can stop at any time if you decide to. You can ask to skip any questions if they make you feel uncomfortable. Refusing to participate or withdrawing your participation at any time will not lead to any penalty.
6. Your input will be extremely valuable to help UN Women reflect on its achievements and how it can strengthen its programming going forward. There are no other expected benefits to participating in the evaluation. There are no costs associated with participating in the evaluation.
7. All information collected is private, and we will keep it confidential. The exception is if you tell us something that makes us concerned that you or somebody else are at risk of harm. We would have a duty to report this, and to keep you and others safe.
8. We will use the evaluation findings to write an evaluation report and set of evaluation briefs. These will be anonymous, so we won't include names or any other information that would allow you to be identified from what they have said or written.
9. The information that is collected will only be used for the evaluation and will be stored securely. We will only keep personal details (e.g. emails, telephone) for it as long they are needed for the project, after which we will delete them. The summary findings may be used for future evaluations.
10. If you want to contact someone else about your rights as participants, you can contact the Chief of the UN Women Independent Evaluation service at [inga.sniukaite@unwomen.org](mailto:inga.sniukaite@unwomen.org) or on +1-6467814724.
11. Do you have any questions?
12. Do you consent to participating in this evaluation?

### Most significant contributions to target outcomes

#### Interview guide – most significant contributions to target outcomes (UN Women, partners, government stakeholders)

##### Effectiveness

- What evidence is there that this target outcome occurred?
- What evidence is there of UN Women's contribution?
- What were the internal and external enablers and barriers to achieving these target outcomes?
- What contribution is UN Women making to towards gender responsive normative frameworks, policies, institutions?
- What unexpected outcomes have been achieved?
- Are interventions supporting structural changes in gender equality and women's empowerment?

#### Focus group discussion guide on most significant contributions to target outcomes– beneficiaries

- What were the most significant changes you experienced as a result of this intervention?
- What contributed to these changes?
- To what extent did this intervention address the main, structural causes of gender inequality?

## **Sampled interventions**

### **Interview guide – the project review sample (UN Women, implementing partners, government stakeholders)**

#### **Effectiveness**

- For this sampled intervention, what are the enablers and barriers to achieving target outcomes?
- For this sampled intervention, what unexpected outcomes have been achieved?

#### **Coherence**

- Is the sampled intervention coherent with the work of the UN Country Team and other key stakeholders? Is the sampled intervention coherent with projects delivered by you?
- Is the sampled intervention achieving synergies between the UN Women portfolio and the work of the UN Country Team and other stakeholders working on gender equality and women’s empowerment?
- Does this sampled intervention maximize UN Women’s comparative advantage?

#### **Human Rights and Gender Equality**

- Is this sampled intervention addressing the root causes of inequality?
- Are these sampled interventions applying gender, human rights and disability inclusion approaches?

## **National portfolio level**

### **Interview guide – UN Women staff**

#### **Efficiency**

- How strategic was the CO in its allocation of resources to ensure value for money? To what extent was a focus on evidence, results and value for money used to guide decision making, at all decision-making stages?
- How efficiently has the CO managed to pivot in response to the changing context?
  - a. Considering the changing political context and changing UNCT structure.
  - b. in terms of changes to existing interventions, changes in allocation between interventions, and changes to new interventions
- How effectively were resources mobilized and managed to deliver against the strategic note?

#### **Coherence**

- What is UN Women’s comparative advantage?

*Consider: mandate; better positioned than other partners in country; technical and operational capacity to work more effectively and efficiently than other actors to achieve results.*

- Do the interventions selected maximize UN Women’s comparative advantage? How tactical has the CO been in making the most of opportunities and maximising its unique value proposition?
- Are UN Women’s interventions coherent with the work of the UN Country Team and other key stakeholders? Are interventions achieving synergies between the UN Women portfolio and the work of the UN Country Team and other stakeholders working on gender equality and women’s empowerment?
- What contribution is UN Women making to UN system coordination on gender equality and women’s empowerment?

#### **Human Rights and Gender Equality**

- Is UN Women taking an integrated approach in its selection of interventions across its operational, co-ordination and normative work?

## **Interview guide – UNCT**

### **Coherence**

- What is UN Women’s comparative advantage?

*Consider: mandate; better positioned than other partners in country; technical and operational capacity to work more effectively and efficiently than other actors to achieve results.*

- Do the interventions selected maximize UN Women’s comparative advantage?
- Are UN Women’s interventions coherent with the work of the UN Country Team and other key stakeholders? Are interventions achieving synergies between the UN Women portfolio and the work of the UN Country Team and other stakeholders working on gender equality and women’s empowerment?
- What contribution is UN Women making to UN system coordination on gender equality and women’s empowerment?
- How tactical has the CO been in making the most of opportunities and maximising its unique value proposition?

### **Effectiveness**

- What is the most significant contribution UN Women has made to gender equality and women’s empowerment across these countries?
- What contribution is UN Women making to towards gender responsive normative frameworks, policies, institutions?

### **Human Rights and Gender Equality**

- Is UN Women taking an integrated approach in its selection of interventions across its operational, co-ordination and normative work?

### **Efficiency**

- How efficiently has the CO managed to pivot in response to the changing context?
  - Considering the changing political context and changing UNCT structure.
  - in terms of changes to existing interventions, changes in allocation between interventions, and changes to new interventions

## **Interview guide – other stakeholders (implementing partners, donors, private sector partners, government partners, other stakeholders working on gender equality and women’s empowerment)**

### **Effectiveness**

- What is the most significant contribution UN Women has made to gender equality and women’s empowerment across these countries?
- What contribution is UN Women making to towards gender responsive normative frameworks, policies, institutions?

### **Efficiency**

- How strategic was the CO in its allocation of resources to ensure value for money? To what extent was a focus on evidence, results and value for money used to guide decision making, at all decision-making stages?
- How efficiently has the CO managed to pivot in response to the changing context?
  - a. Considering the changing political context and changing UNCT structure.
  - b. in terms of changes to existing interventions, changes in allocation between interventions, and changes to new interventions
- How effectively were resources mobilized and managed to deliver against the strategic note?

### **Coherence**

- What is UN Women’s comparative advantage?

*Consider: mandate; better positioned than other partners in country; technical and operational capacity to work more effectively and efficiently than other actors to achieve results.*

- Do the interventions selected maximize UN Women’s comparative advantage? How tactical has the CO been in making the most of opportunities and maximising its unique value proposition?

#### **Human Rights and Gender Equality**

- Is UN Women taking an integrated approach in its selection of interventions across its operational, co-ordination and normative work?

#### **Surveys**

- [Survey – UN Women](#)
- [Survey – UN agencies](#)
- [Survey – other stakeholders, including donors, government, CSOs and other partners](#)



## Annex 9: Data Management Plan

All data collected through this evaluation is subject to the UN Women Information Security Policy that sets out the basis for UN Women in protecting the confidentiality, integrity and availability of its data to protect these assets against unauthorized usage, access, modification, destruction, disclosure, loss or transfer of data, whether accidental or intentional.

This Data Management Plan outlines the following key aspects of data protection:

- Data collection, storage and security
- archiving, preservation and curation;

### Data collection and storage and security

The evaluation team will be responsible for data collection. The evaluation team comprises the Regional Evaluation Specialist for the East and Southern Africa Regional Office and one independent evaluation consultant. The primary data collection approaches are as follows:

Data Collection approach	Data collection and storage
Interviews group discussions (virtual and face to face)	Virtual meetings will be held over Microsoft Teams. Interview notes will be taken and stored using Microsoft Word. Temporarily during the data collection phase, interview notes may be stored in business computers of the UN Women Evaluation Specialist and private/business computers of independent evaluation consultants or in a form of written notes. As soon as the data collection is completed and notes are transferred to sharepoint drive, data will be deleted from personal computers and written notes destroyed.
Survey	Microsoft forms will be used to administer the survey.

All primary and secondary data will be stored using UN Women's MS sharepoint/OneDrive accessible by evaluation team members only. Once the evaluation is over, access to share point folders will be revoked to all external evaluation team members. This is protected under overall data protection mechanisms by UN Women IT service. NVivo and Stata will be used for qualitative and quantitative data analysis respectively. Raw data will be quality assured as part of the triangulation and analysis process.

The only personal data collected and used in this evaluation will be: names and last names of the interviewees, their function in the organisation/institution, their email addresses and the affiliated institution. Personal names and last names will not be published in any of the reports and will be known only to the evaluation team members. During data analysis, personal data will be removed from all interview notes and replaced with unique reference numbers. Only the evaluation team leader will maintain access to a document linking unique reference numbers with personal data, which will be destroyed upon completion of the evaluation. In the report, sensitive data will be protected and ensure they cannot be traced to its source. No personal data will be included in the evaluation report.

### Archiving, preservation and curation

UN Women's policy is to preserve data for four years, aligned to the four-year Strategic note period. Upon completion of the evaluation, the team leader will create a clean dataset containing files that might be relevant for further use in evaluations and research by UN Women. All data not assigned to the archive will be deleted upon completion of the evaluation. The dataset will be deleted after four years following the completion of the evaluation.

## Annex 10: Evaluation Reference Group and Evaluation Management Group members and Terms of Reference

### Evaluation Reference Group Members

No.	Institution	Contact Person	Title
<b>Governmental Stakeholders</b>			
1	Ministry of Finance & Economic Planning	Faisal Jumaa	Focal point
2	Central Bureau of Statistics	Ali Ahmed Abbas	Director General
3	Ministry of Health & Social development Blue Nile	Zahra	C-VAW
5	Ministry of Justice	Aisha Abdelmajeed	Focal point
<b>Civil Society Organisations</b>			
6	MANSAM	Dr. Samia Al-Nagar	Representative
7	SORD	Ilham Osamn	Focal point
8	Sudanese Women Union	Adila	Focal point
<b>Research and academic institutions</b>			
9	Development studies and research institute	Samia Nahar	Head of Women, Gender & Development Unit
10	Gender Studies Institute	Tayseer	General Director
11	University of Nyala- Darfur	Dr. Khalifa	Programme Manager
<b>UN agencies</b>			
12	UNEP	Abuelgasim Abdalla Ahmed	Chief Technical Advisor
13	United Nations Development Programme	Zynab Sawi	Gender Officer
14	OCHA	Ghada Nesraldeen	Gender Focal Point
<b>Bilateral and foundation donors</b>			
15	Italian Agency for Development Cooperation-AICS	Aurora Leo	Social Protection Program Coordinator
16	Government of United Kingdom	Juliana Stoyonava	Donor Contact - UK Project
17	Swedish International Development Cooperation	Abdullahi Aress	Deputy Head of Mission
18	Swedish International Development Cooperation	Thouiba Galad	Donor Contact - SIDA Project
19	European Union	Nnorkute Monika	Programme officer

### Evaluation Reference Group Members

No.	Contact Person	Title
1	Adjaratou Ndiaye	Representative
2	Fatma Mohamed	Programme Specialist
3	Abdelrahman Idriss El Zibag	Monitoring and Evaluation Associate
5	Awatif Nahar	WEE specialist
6	Mary Mbeo	International Consultant

### TOR for Evaluation Reference Group and Evaluation Management Group

The United Nations Entity for Gender Equality and Women Empowerment (UN Women) is commissioning the evaluation of its Country Portfolio (2018-23). The final evaluation is expected to:

- Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women’s empowerment.
- Assess effectiveness, organizational efficiency and coherence in progressing towards the achievement of gender equality and women’s empowerment results as defined in the Strategic Note.
- Enable the UN Women Country Office to improve its strategic positioning to better support the achievement of sustained gender equality and women’s empowerment.
- Analyse how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.
- Identify and validate lessons learned, good practices and examples of innovation that can be scaled up and replicated to support gender equality and human rights.
- Provide insights into the extent to which the UN Women has realized synergies between its three mandates (normative, UN system coordination and operations).
- Provide actionable recommendations with respect to the development of the next Strategic Note.

The management structure of this evaluation will be composed of the following:

- An **Evaluation Reference Group and Evaluation Management Group** that will facilitate participation of stakeholders, partners from the civil society and governments.

The two groups are an integral part of the Country Portfolio Evaluation management structure and is constituted to facilitate the participation of relevant stakeholders in the design, implementation and dissemination of the 3R Programme evaluation.

The internal Evaluation Reference Group will include the Country Representative, Deputy Country Representative, UN Women programme leads and Country Office evaluation focal person. The Country Representative will be responsible for issuing a management response to the final CPE recommendations within six weeks of approval of the final evaluation synthesis report.

The external Evaluation Reference Group includes the following members: national government partners, civil society representatives, development partners/donors, representatives of the UN Country team.

The Evaluation Reference Groups play a critical role in ensuring a quality evaluation that is delivered transparently. The inputs of Evaluation Reference Group members are expected to strengthen the quality, usefulness and credibility of the evaluation process. An active Evaluation Reference Group is key to ensure the proper validation of evaluation findings and that the voices of key partners in the programme’s implementation are considered during the evaluation process and reflected in the final evaluation report.

More specifically, Evaluation Reference Group members will be expected to:

- Participate in the two meetings of the Evaluation Reference Group:
  - To discuss and validate the inception report,
  - To validate the final report.
- Facilitate access to information by the evaluation team,
- Provide feedback to the evaluation inception report and interim finding to improve their relevance and quality,
- Review the draft and final report and provide feedback to ensure quality and completeness, and
- Disseminate and promote the use of the final report.

The indicative timeline is as follows:

Month	Inputs
February 2023	Participate in a presentation of the inception report, and provide feedback on the proposed approach
March 2023	Participate in interviews with the evaluation team
April / May 2023	Participate in a workshop presenting report findings and provide written comments on the final report

## Annex 11: Terms of Reference

The evaluation terms of reference can be accessed [here](#).

## Annex 12: Country Context

### Political and humanitarian context

**Sudan has undergone significant political changes.** The former president was overthrown in the 2018-19 uprising. A transitional government was set up in 2019, with a power-sharing agreement between the military and civilian forces. However, in October 2021, the military took over the transitional government. Sudan is now ruled only by a new Sovereign Council in the absence of a cabinet of Ministers. The military takeover has led to funding partners, including the World Bank, suspending aid.<sup>12</sup> The African Union also suspended Sudan's membership, calling for the effective restoration of the transitional government<sup>13</sup>.

**As of November 2022, UN independent human rights experts are demanding accountability for the year-long crackdown on peaceful protests against the October 2021 military coup.** The experts expressed that they have 'received continued reports of protestors being killed, forcibly disappeared, injured, tortured and subjected to sexual and gender-based violence'.<sup>14</sup> This has significantly impacted on UN Women's ability to deliver.

**A peace agreement was signed in Juba in August 2020** between the Transitional Government and Sudan Revolutionary Front, ending decades of violence conflict. The Peace Agreement includes a four-year transitional period and includes arrangements to share power and wealth among the conflict affected states and other underdeveloped states.<sup>15</sup>

**The high incidence of conflict has led to a large population of refugees and internally displaced persons.** As of October 2022, Sudan hosts an estimated 800,000 South Sudanese refugees and 330,000 refugees and asylum seekers from Eritrea, Syria, Ethiopia, Central African Republic, Chad, and Yemen.<sup>16</sup>

### National policy context

**In April 2021, the council of Ministers has given its go-ahead for the ratification of Convention to Eliminate all forms of Discrimination Against Women (CEDAW)** by Sudan with some major reservations.<sup>17</sup> The country is also planning to sign the Protocol of the African Charter on Human and People's Rights on the rights of women<sup>18</sup>.

**Existing national gender policies in Sudan remain outdated.** The most recent national gender policy was formulated in 2007, the National Women's Empowerment Policy (WEP). The overall strategic objective of the policy was to 'empower women, integrate them and deepen their participation in all aspects of sustainable development'.<sup>19</sup> Both the *National Quarter Century Strategy 2007-2031 on Peace, Development and Improved Living Conditions of all people*<sup>20</sup> and the adopted Sudan UNSCR1325<sup>21</sup> National Action Plan<sup>22</sup> include gender provisions.

**The new Interim Draft Constitution (2019) provides a constitutional framework that recognizes gender equality and prioritizes gender as a national area for renewed attention.** In November 2019, the Khartoum Public Order Act (1998) that controlled how women dressed and behaved was repealed, and the Public Order Police was disbanded.<sup>23</sup> However, in August 2022 a new Community Police has been established, which many fear will facilitate the return of the Public Order Police<sup>24</sup>. Additionally, many inequitable laws affecting women's rights still exist, for example, in the Personal Status law and Penal Code.<sup>25</sup>

**The gender equality agenda is also impacted by the current government.** The military wing is more conservative than the civilian wing. In the absence of Parliament, all laws have to go through the joint council between council of ministers and the Sovereign Council.<sup>26</sup>

**Regional and international bodies have raised concerns about the violation of women's rights in**

<sup>12</sup> [Sudan Overview: Development news, research, data | World Bank](#), last updated Oct 3, 2022

<sup>13</sup> [Aljazeera. African Union suspends Sudan over coup](#). Last updated 27 Oct 2021.

<sup>14</sup> OHCHR. Sudan: Justice for repression against anti-coup protesters key to breaking cycle of violence and political turmoil, say UN experts. Last updated Oct 25, 2022.

<sup>15</sup> [Sudan Overview: Development news, research, data | World Bank](#), last updated Oct 3, 2022

<sup>16</sup> [Sudan Overview: Development news, research, data | World Bank](#), last updated Oct 3, 2022

<sup>17</sup> No CEDAW reviews of Sudan have been undertaken yet.

<sup>18</sup> [Sudan Ratifies Women's Rights Convention — With Exceptions \(voanews.com\)](#)

<sup>19</sup> [National Policy on the Empowerment of Women \(unwomen.org\)](#)

<sup>20</sup> [The Twenty-Five-Year National Strategy 2007-2031 | Arab National Development Planning Portal \(unesco.org\)](#)

<sup>21</sup> The Security Council adopted the resolution (S/RES/1325) on women and peace and security in October 2000.

<sup>22</sup> [Sudan – 1325 National Action Plans \(peacewomen.org\)](#)

<sup>23</sup> <https://www.bbc.com/news/world-africa-5059680523>

<sup>24</sup> [Outrage in Sudan as new force reminiscent of Public Order Police is installed | Radio Dabanga \(dabangasudan.org\)](#)

<sup>25</sup> <https://www.middleeasteye.net/opinion/sudan-revolution-how-womens-participation-reveals-societal-fissures>

<sup>26</sup> [The women of Sudan will not accept setbacks \(brookings.edu\)](#)

Sudan, in particular gender discrimination, and the lack of adequate protection against rape and other forms of sexual violence.<sup>27</sup> As of 2021, a woman cannot apply for a passport or travel outside the country in the same way as a man, nor can she obtain a judgement of divorce in the same way as a man. There is a legal provision that requires a married woman to obey her husband. In 2014, 34% of women surveyed believed a husband could be justified in beating his wife.<sup>28</sup>

## Women's movement

The country's women's movement has been a major force engaged in the promotion of gender equality.<sup>29</sup> There have been many campaigns for gender equality and change, but results have been inconsistent. Civil society groups lack coordination and focus and are dependent on donors with short-term funding. Government action has been insufficient, with continued restrictions on space for women's citizen participation and limited resource allocation for women to realize civil society initiatives.<sup>30</sup> There are also generational conflicts. The struggle for gender justice by Sudanese women has been reported to be 'fragmented and divided by region, ethnicity, religion and class'.<sup>31</sup> A strong and united women's movement with rural outreach is now perceived as a key to promoting gender equality in Sudan.<sup>32</sup>

## Socio-economic context

This section provides an overview of the socio-economic context, in terms of health and education, economic equality, gender based violence, political participation and Women, and peace and security, humanitarian action and disaster risk reduction.

### Health and education:

The table below sets out some key health and education statistics.

Indicator	Figure
Health	
Contraceptive prevalence (% of married women ages 15-49) (2014)	12.8%
Maternal mortality ratio – per 100,000 live births (2017)	205

<sup>27</sup> [Human Rights Concerns and Barriers to Justice in Sudan | Redress](#) 2014

<sup>28</sup> [World Bank Open Data | Data](#)

<sup>29</sup> CARE Switzerland in a gender profile for Sudan in 2013, [AfDB and UN Women Country Gender Profile 2020](#)

<sup>30</sup> CARE Switzerland in a gender profile for Sudan in 2013, [AfDB and UN Women Country Gender Profile 2020](#)

<sup>31</sup> SIDA 2011, cited in [AfDB and UN Women Country Gender](#)

Indicator	Figure
Education	
Literacy rate, youth female (% of females ages 15-24) (2018)	74%
Primary completion rate, female (% of relevant age group) (2018)	62%

Source: [World Bank Open Data | Data](#)

Girls' skills development has been enhanced through participation in school, but progress is held back by inequitable and poor-quality services, poverty and household dynamics. Maternal health practices remain uneven with limited support to family planning, curtailing women's and girls' quality of life and rights.<sup>33</sup>

### Economic equality:

Indicator	Figure
Firms with female participation in ownership (% of firms) (2014)	8.2%
Women Business and the Law Index Score (scale 1-100) (2021)	29.4%
Labor force participation rate, female (% of female population ages 15+) (2021)	28.7%

Source: [World Bank Open Data | Data](#)

The secession of South Sudan significantly affected Sudan's economic growth. It resulted in the loss of oil revenue that had accounted for more than half of the Sudan government's revenue and 95% of its exports. The current economic situation in Sudan is still suffering from the economic and fiscal effects of the imposed embargo. Sudan is currently facing unemployment rates of 20%, a slow-growing economy of 0.3% per annum in addition to a 245% inflation rate, and deterioration of local currency against the USD.<sup>34</sup>

The economic impact of COVID-19 includes the increased price of basic foods, rising unemployment, and falling exports. COVID-19 lockdowns have imposed additional burdens on women, as they are more likely to be working in the informal sector.<sup>35</sup>

Women continue to suffer from inequitable laws. In 2021, a woman could not be head of the household

[Profile 2020](#)

<sup>32</sup> [AfDB and UN Women Country Gender Profile 2020](#)

<sup>33</sup> AfDB and UN Women Country Gender Profile 2020

<sup>34</sup> IMF

<sup>35</sup> [COVID-19 and Sudan: The Impact on Economic and Social Rights in the Context of a Fragile Democratic Transition and Suspended Constitutionalism | Journal of African Law | Cambridge Core](#)

nor register a business in the same way as a man, and male and female surviving spouses did not have equal rights to inherit assets<sup>36</sup>.

**Women are still facing major challenges to access markets due to their lack of ownership of assets and limited access to credit.** They also suffer from poor access to networks and services to grow and formalize their business. Women in conflict affected zone and internally displaced persons (IDPs) are particularly vulnerable, and unable to access cash transfers due to their lack of identify card. Rural women are constrained by limited support to the agricultural economy. The ministry of agriculture has decreased resources allocated to support water harvest and provision of seeds and pesticides. In general, women face poor access to and control over agricultural resources and services.<sup>37</sup> There have been instances where women’s cooperative associations have not been unable to be registered, due to gender discrimination.<sup>38</sup>

#### Gender based violence:

Indicator	Figure
Age at first marriage, female (2014)	21.9
Percentage of women aged between 15 and 49 who think domestic violence can be justified (2014) <sup>39</sup>	34%
Percentage of women aged between 15 and 49 who report having undergone any form of female genital mutilation (2014)	86.5%
Percentage of women aged between 15 and 49 who state that the practice of female genital mutilation should be continued (2014)	40.9%

Source: [World Bank Open Data | Data and MICS 2014 indicator](#)

Social norms and cultural beliefs and practices around child marriage, female genital mutilation (FGM) and sexual and gender-based violence are the most important underlying causes of protection concerns in

<sup>36</sup> [World Bank Open Data | Data](#)

<sup>37</sup> [AfDB and UN Women Country Gender Profile 2020.](#)

<sup>38</sup> [Women’s Cooperative Association in Khartoum State on the decision to disallow the registration of women’s cooperative associations - SIHA \(sihanet.org\)](#)

<sup>39</sup> Percentage of women age 15–49 years who state that a husband is justified in hitting or beating his wife in at least one of the following circumstances: (i) she goes out without telling him, (ii) she neglects the children, (iii) she argues with him, (iv) she refuses sex with him, (v) she burns the food.

<sup>40</sup> [Sudan Common Country Analysis. April 2016.](#)

Sudan.<sup>40</sup>

#### Political participation:

The table below sets out key political gender statistics:

Indicator	Figure
% of seats held by women in national parliaments (2018)	30.5%

Source: [World Bank Open Data | Data](#)

**Despite an increase to quotas, women’s political participation remains low.** The Sovereign Council has two women out of 11 members, the cabinet includes three women ministers out of 18, and there are two female state governors out of 18.<sup>41</sup> Following the military takeover, women have been further sidelined, and there has been a heavy crackdown on dissent against the military takeover or for advocacy for the protection of women’s rights.<sup>42</sup>

**At community level, women are involved in resistance and neighbourhood committees.** There is stronger engagement in urban areas compared to rural areas.<sup>43</sup>

#### Women, peace and security, humanitarian action and disaster risk reduction

**The 2022 Humanitarian needs Overview estimates that about 14.3 million people** – 30 per cent of the population – will need humanitarian assistance in 2022. This is a 0.8 million person increase compared to 2021. Of the 14.3 million people in need, about 9.1 million need emergency assistance for life-threatening needs related to critical physical and mental well-being. There are over three million internally displaced persons (IDPs) in Sudan, in Darfur, Kordofan, and Blue Nile. Of the people in need, 59 per cent are concentrated in areas affected by conflict.<sup>44</sup>

**Women and girls are disproportionately affected by the impact of the ongoing humanitarian crises in Sudan** due to their daily existence defined by gender inequality, intersecting with other factors of discrimination and disadvantage, including age, ethnicity, marital status etc. Amongst these, over 900,000 are women and girls face protection risks,

<sup>41</sup> [Sudan’s constitutional process: A gender inclusive approach \(cmi.no\)](#)

<sup>42</sup> [An opportunity to be seized \(cmi.no\), Sudan military coup threatens women’s gains since fall of dictatorship - CSMonitor.com, Hard-won women’s rights at stake in wake of Sudan coup - Al-Monitor: Independent, trusted coverage of the Middle East](#)

<sup>43</sup> [Albatahani, A. \(2015\) Protracted Conflicts and Multiple Transitions: Women Negotiating and Driving Change, Khartoum, Sudan](#)

<sup>44</sup> [Sudan 2022 Humanitarian Needs Overview](#)



including gender-based violence, harassment, rape, female genital mutilation among others.<sup>45</sup>

**women have succeeded in including strong gender provisions into the peace treaty**, during the first round of peace negotiations that led to the Juba Peace Agreement in 2020, including a quota of at least 40% for women in all levels of the transitional government.<sup>46</sup>

**The changes and insecurity in the political context have also significantly affected UN Women's delivery in this area.** Civil society stakeholders have noted that the disrupted to the transitional government has put at risk both the Sudanese and South Sudanese peace processes.<sup>47</sup>

### Main Marginalized and vulnerable groups

Historic, cultural, linguistic and geo-climatic disparities influence attitudes and practices among the communities. Unequal wealth-sharing and resource distribution, and decentralization have also exacerbated disparities.<sup>48</sup> Particular marginalized and vulnerable groups include:

#### Poverty and intersectional factors:

Specific groups are particularly vulnerable to poverty. These include those affected by conflict and displacement, people with disabilities, people with HIV, women-headed households, victims of violence, the elderly and orphans. These groups are also likely to face increased difficulties in accessing education, water and sanitation services.<sup>49</sup>

**Rural / Urban:** There is unequal access and quality of basic services between urban and rural areas.<sup>50</sup>

**Sexual and Reproductive Health:** Youth, particularly those out of school, and the internally displaced are most vulnerable in terms of their circumstances and

knowledge of sexual and reproductive health, including HIV/AIDS.<sup>51</sup>

#### Gender and intersectional factors:

- **Religion:** Sudanese women are granted different civil rights depending on which religious or tribal community they belong to. There has also been a systematic campaign against non-Muslim women.<sup>52</sup>
- **Ethnicity:** Additionally, Sudanese women of mixed African descent and from border tribes suffer additional discrimination.<sup>53</sup>
- **Rural/Urban:** Women living in rural areas and young women were four times less likely to be employed compared to those living in non-rural areas in 2021.<sup>54</sup>

**Conflict:** Certain areas affected by civil war remain cut off from external support, including the isolated non-government enclaves of in South Kordofan and Blue Niles states of Sudan<sup>55</sup> and the Nuba Mountains.<sup>56</sup>

### UN Country System

**The UN System in Sudan underwent significant transition during the Strategic note period.** The United Nations – Africa Union Hybrid Operation in Darfur completed its mandate in December 2020.<sup>57</sup> The UN Integrated Transitional Assistance Mission in Sudan (UNITAMS) was established in 2021. It did not provide for the inclusion of military components, raising concerns about the protection of civilians. The mission has a stronger gender equality mandate.<sup>58</sup> The 2018-23 United Nations Development Assistance Framework also prioritized women's participation and representation social, political and economic spheres, and taking community-based approaches to ensure men and youth understand the importance of gender equality and the empowerment of women.<sup>59</sup>

<sup>45</sup> [Sudan 2022 Humanitarian Needs Overview](#)

<sup>46</sup> [The Juba Agreement for Peace in Sudan | International IDEA](#)

<sup>47</sup> [Sudan tribune. South Sudan's civil society decries military takeover in Sudan.](#) Last updated October 26, 2021.

<sup>48</sup> [Sudan Common Country Analysis. April 2016.](#)

<sup>49</sup> [Sudan Common Country Analysis. April 2016.](#)

<sup>50</sup> [Sudan Common Country Analysis. April 2016.](#)

<sup>51</sup> [Sudan Common Country Analysis. April 2016.](#)

<sup>52</sup> [Discrimination in the Name of Religious Freedom: The Rights of Women and Non-Muslims after the /Comprehensive Peace Agreement in Sudan \(researchgate.net\)](#)

<sup>53</sup> [The State Policies in Sudan Continue to Undermine Women and Marginalized Communities - SIHA \(sihanet.org\)](#)

<sup>54</sup> [Sudan's women and youth are severely economically deprived: A study on Sudanese market trends \(worldbank.org\)](#)

<sup>55</sup> [UN Agencies in Sudan reach Conflict-Affected Communities | World Food Programme \(wfp.org\)](#)

<sup>56</sup> [Marginalization, civil war, and a lack of education aid: A case study of Sudan's Nuba Mountains | INEE](#)

<sup>57</sup> [UNAMID | United Nations - African Union Hybrid Operation in Darfur \(unmissions.org\)](#)

<sup>58</sup> [UNITAMS | UNITED NATIONS INTEGRATED TRANSITION ASSISTANCE MISSION IN SUDAN \(unmissions.org\)](#)

<sup>59</sup> [Sudan\\_UNDAF\\_En\\_2018-2021-E-Ver.pdf](#)



The UN Country Team (UNCT) is implementing the **Delivering as One** Initiative and developing joint work plans, with the aim to harness the combined resources, capacity and knowledge of UN agencies in a coherent programme. This also guides the design of the governance structures and implementation mechanisms. The Sudan Joint UNDAF Steering Committee is co-chaired by the Minister of International Cooperation and the UN Resident Coordinator and facilitates cooperation between the UN and government. UNCT working groups include:

- **Programme Management Team (PMT) and Operations Management Team (OMT)**
- **Inter-agency Results Groups** reporting to the PMT have been formed around each of the UNDAF focus areas, responsible for planning and coordination, and developing annual/bi-annual work plans
- **Information Management Working Group**, supporting the maintenance of a who does what system
- **Gender Theme Group**, responsible for supporting the mainstreaming of gender as cross cutting issue in the UN Development System programmes and activities, and to promote a deeper understanding and commitment to gender-responsive development programming and implementation
- **UN Youth Coordination Group and UN Joint Team on HIV/AIDS**, to advise the PMT and results group to ensure proper attention given to these issues.
- **Monitoring and Evaluation Advisory Group**, responsible for coordinating monitoring and evaluation
- **United Nations Communications Working Group**, responsible for publicizing UNDAF achievements and advocating for issues addressed in the UNDAF<sup>60</sup>.

The Resident Coordinator Office (RCO) also coordinates the following UN joint mechanisms:

- **The UN Secretary-General's Peacebuilding Fund (PBF):** operational in Sudan from 2019-2024, it currently has 14 active projects in Sudan with the total budget of \$44.3 million working across durable solutions, rule of law, local peacebuilding, peace agreement implementation, women's empowerment and youth empowerment.
- **The Sudan Multi-Partner Trust Fund (MPTF):** established to support the coordinated, coherent and sequenced implementation of the UNITAMS mandate<sup>61</sup> and facilitate peacebuilding and stabilization efforts, covering the four areas of: i) assisting the political transition; ii) supporting the peace process; iii) assisting peacebuilding particularly in Darfur and the Two Areas; iv) supporting mobilizing and coordinating development and humanitarian assistance.
- **The Preventing Sexual Exploitation and Abuse Network:** the RCO shares joint responsibility with the Deputy Special Representative of Secretary General (DSRSG) and Humanitarian Coordinator, and chairs the PSEA network, which is made up on UN agencies, I/NGOs and donor organizations.<sup>62</sup>

#### Sudan 2016 Common Country Analysis (CCA)

The CCA covered four areas: (i) economic development and poverty reduction; (ii) social services and social protection; (iii) environment, climate change and disaster risk management; and (iv) governance and institutional capacity development. It identified that despite some progress in gender equality, gender equality is still not consistently promoted across social, economic and political life. Women in Sudan are economically active. Gender attitudes are changing, but significant variations exist across states and between rural and urban environments. This is exacerbated by harmful social norms about early marriage, acceptance of gender based violence and female genital mutation.<sup>63</sup>

#### Sudan United Nations Development Assistance Framework (UNDAF) 2018-21 (extended to 23)<sup>64</sup>:

The UNDAF sets out five focus areas, in response to the issues identified in the CCA and government priorities. The table below sets out the focus areas,

<sup>60</sup> [Sudan\\_UNDAF\\_2018-2021-E-Ver.pdf](#)

<sup>61</sup> as stated in Security Council resolutions 2524 (2020) and 2579 (2021)

<sup>62</sup> [The Resident Coordinator Office | United Nations in Sudan](#)

<sup>63</sup> [Sudan Common Country Analysis. April 2016.](#)

<sup>64</sup> [Sudan\\_UNDAF\\_2018-2021-E-Ver.pdf](#)

along with plans for how the programming principle of gender equality and women’s empowerment will be incorporated.

Focus area	Human Rights, gender equality and women’s empowerment:
Economic Development and Poverty Reduction	This outcome will support inclusive policies, and equitable and sustainable development, with a focus on the empowerment of women and men, and youths who are unemployed, at risk of being radicalized or engaged in irregular migration, decent rural employment for all, and inclusive social protection systems.
Environment, Climate Resilience and Disaster Risk Management	Gender-responsive programming will include designing income-generating activities for women and ensuring access to micro-financing. In addition, natural resource management groups will be encouraged to include women in decision-making bodies.
Social Services	Interventions in this outcome will focus on the development of women’s capacities, strengthening women’s participation in decision-making processes and addressing negative traditional practices to promote gender equality, protection from harmful traditional practices and reproductive health rights. Protection against gender-based violence will be strengthened.
Governance, Rule of Law and Institutional Capacity Development	Outcome activities will focus on the political empowerment of women, the inclusion of women in conflict resolution and reducing violence (sexual violence against women) and other crimes against women, such as trafficking.
Community Stabilization	Special attention will be given to expanding women’s participation and strengthening their representation in the social, political and economic spheres. As such, women can be given a voice in peace building and recovery processes, and gender equality will be promoted. Community-based approaches will ensure that men and youth understand and accept the importance of gender equality

Focus area	Human Rights, gender equality and women’s empowerment:
	and the empowerment of women. Moreover, interventions will address a multitude of threats across different aspects of human life, highlighting the interface between security, human development and enhancing human rights.



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UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



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